JULY, 1953 2s. 3d.

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Staff Management in Stores and Shops

(see new series, page 13)

How to Make Your House Journal Pay

(see page 18)

'Bull' in the Service of Factory Morale

(page 31)

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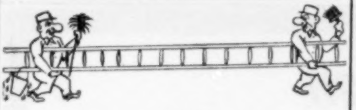

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JULY 1958

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CANTEEN ★ WELFARE

VOL. 25. No. 217. Printed for the Proprietors, Shaw Publishing Co. Ltd., *registered office: 180 Fleet Street, London, E.C.4, England (Waterloo 3388),* **by Samnel Temple & Co. Ltd., Vencourt Place, King Street, London, W.6.**

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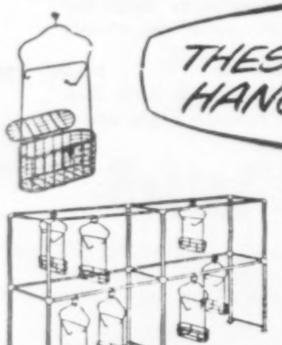

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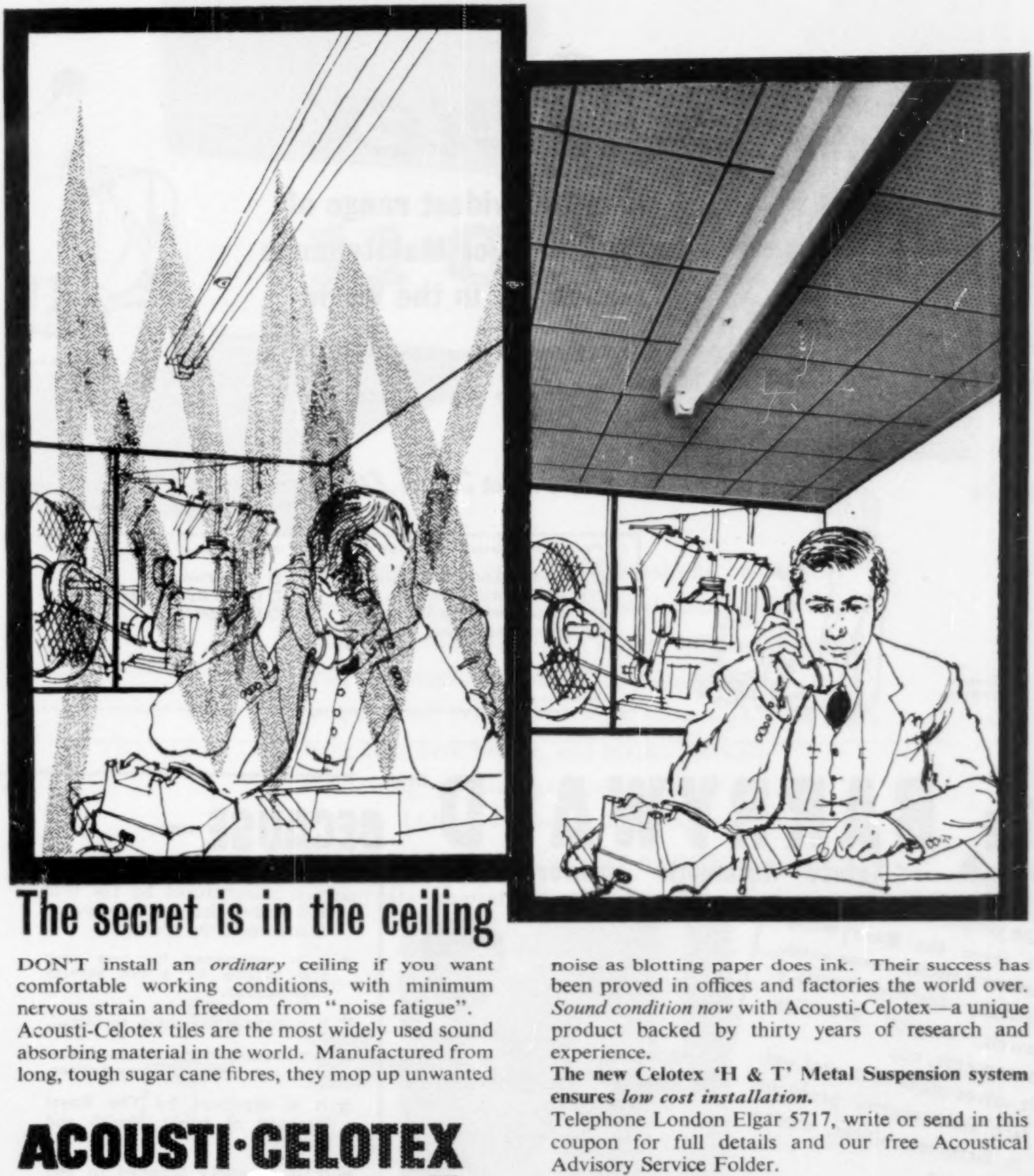

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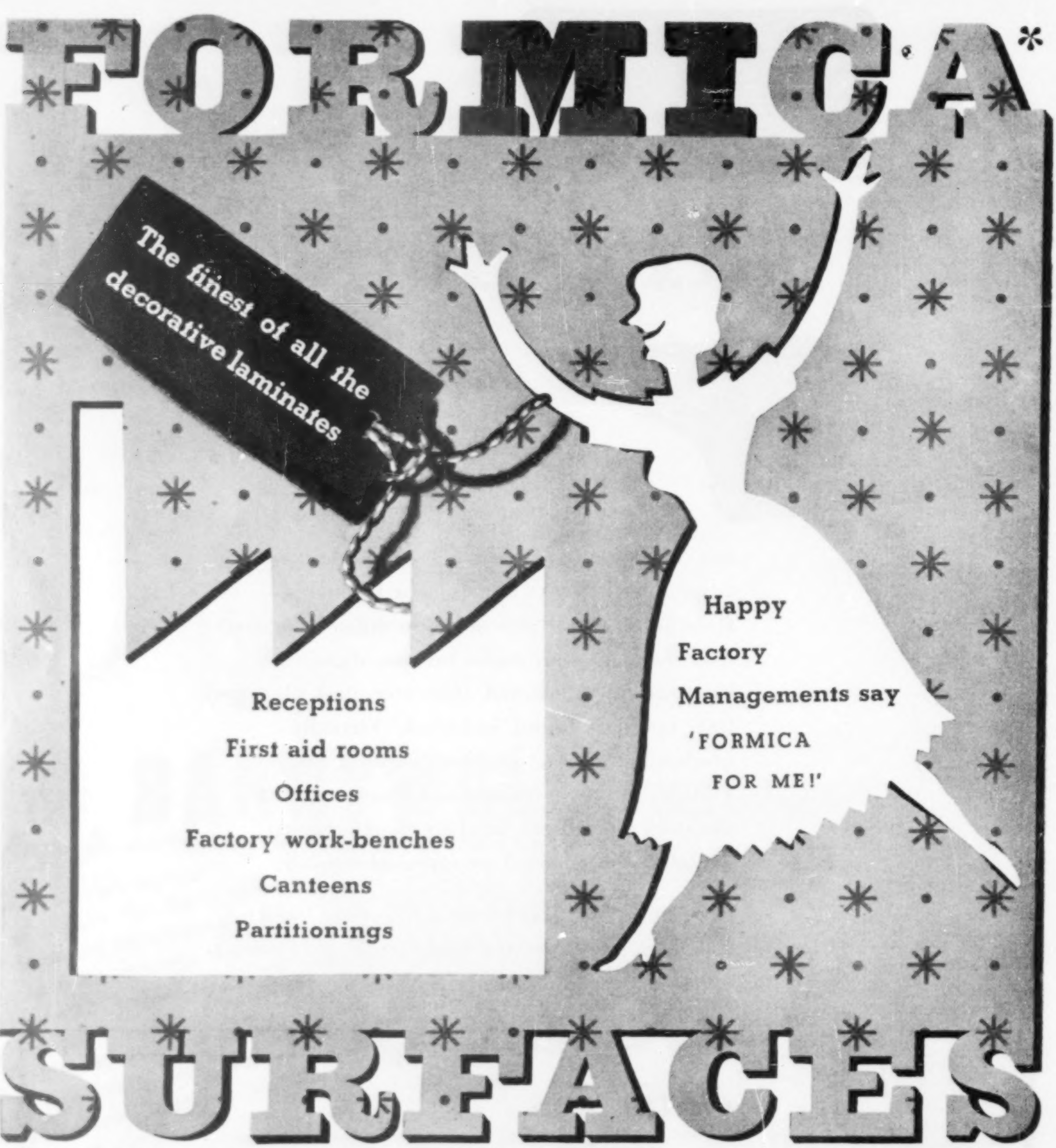
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Point Counter Point

The Greatest Show on Earth

THE ballyhoo is over but even in the chastening light of second thoughts the Brussels Exhibition remains " the greatest show on earth ". By this time most personnel departments will have arranged their works outings and trips for the summer, but a visit to Brussels could still be easily arranged for any specially deserving groups. As for personnel people themselves, those who have planned a holiday in Europe should if possible spend a day at the Exhibition. Their time will not be wasted.

Not that the Expo (as it is called) highlights much in the field of human relations. Industry is, of course, well to the fore, but it is the end-products and not the means of producing them on which the emphasis is focused. What, however, *is* important is the over-all impression one gets from the show of the remarkableness of the human race. On the one hand we have a picture of man capable of destroying everything on this planet, including himself; and, on the other, at the Expo are seen in prodigal profusion the fruits of his genius, compassion and sense of beauty.

But at root it is impossible to describe the sensations imparted by the Expo. One need not enter any of the pavilions to make the visit worthwhile. Merely wandering about as one would in a strange city is enough to induce a state of wonder; the nearest I got to articulating my reactions was that I had been transported suddenly to a modern city of 2058 AD. The architecture is, literally, out of this world. Line, colour, construction and the use of materials, especially glass, is quite breathtaking; as for the atomium which bestrides it all, what it is meant to symbolise is all too easily lost sight of in marvelling at it as a feat of engineering.

There is no point here in attempting to describe pavilions in detail (thousands of words have already been written on the subject). It is enough to say that often the small countries have scored over the large. Charming and effective displays have been put on by Holland, Switzerland, Austria and Finland, and many people think that Siam has stolen the show with its modest Buddhist temple.

Three Attitudes

Of the three atom powers, the United States has come off best. It has taken as read its industrial achievements and concentrated more on its cultural background and the benefits and pleasures successful capitalism can bring to ordinary men and women. There is a remarkable display of paintings, many of them satirising America itself. The Soviet pavilion, with its gigantic murals of workers, intellectuals *et al.* marching shoulder to shoulder under the hammer and sickle, conveys a ghastly impression of life in Russia. The United Kingdom's display is coy and reverent. We have proclaimed our wares, ZETA included, with muted trumpets but, to judge from the numbers queueing to enter, this seems to have paid off. One can easily understand, however, why other nations think we are too conservative and blinded by tradition.

In an Exhibition on this scale there are, of course, a host of things which are manna to the slick and the cynical. Not for a long time have " clever " people been presented with such a sitting-duck of a target. But the fact remains that the 1958 Brussels Expo is an experience of a lifetime, if only because it really makes one feel more hopeful for the human race.

And to end on a practical note. If you decide to go, take more than enough money. Brussels is out to make a killing from this show, and a day at the Expo itself will cost a minimum of 350 Belgian francs if you do the thing in comfort.

'Amazing' Discovery

HAND-OUTS have now become part of the journalist's stock-in-trade and, as might be imagined, they reflect the qualities of the public relations man concerned. Some are brilliant, some smooth, some arch, some pathetic and some downright illiterate. A few defy analysis, like this one which we now print verbatim:

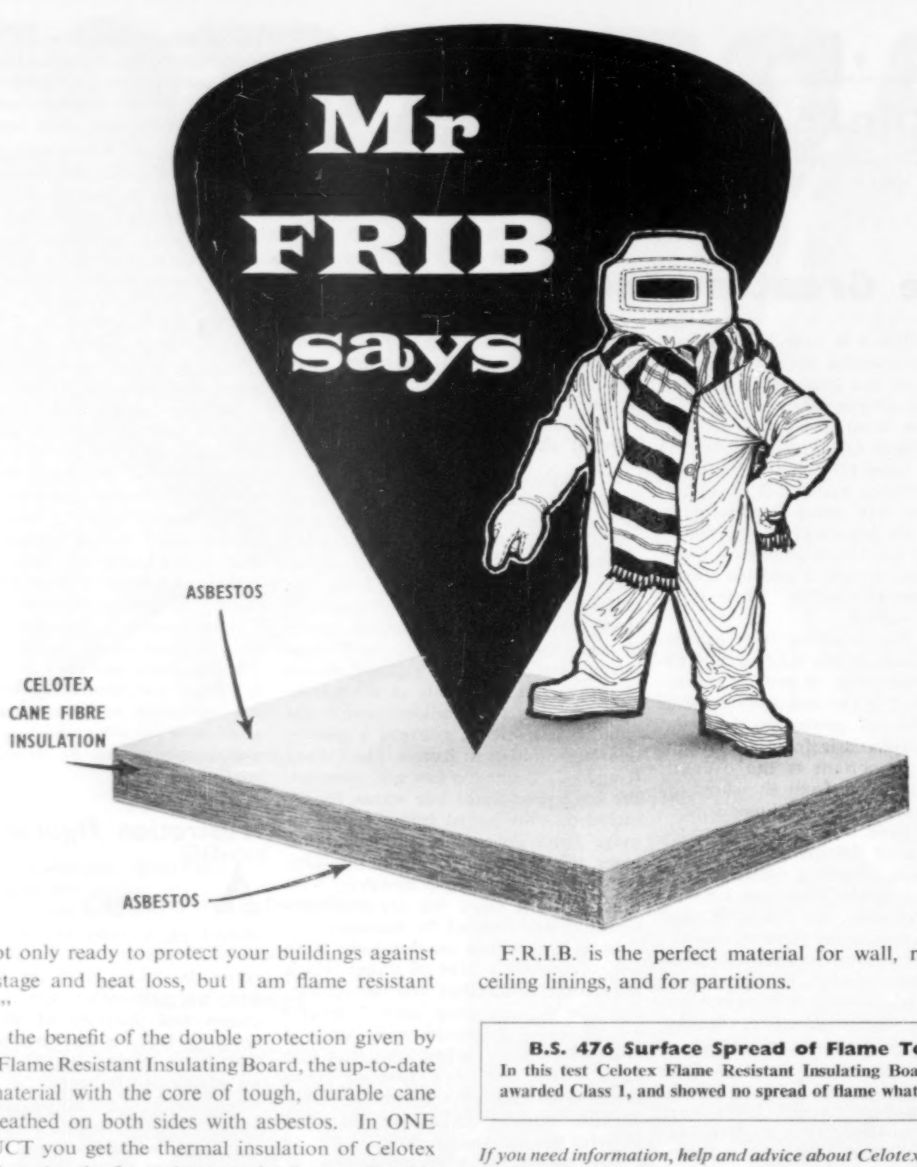
> *A score of Pressmen and photographers from Edinburgh and Glasgow were among the guests when more than 70 Bonnybridge (Stirlingshire) foundry workers took part (30.5.58) in the first sherry-tasting ever to be held for industrial workers at their place of work.*
>
> *Organised by John Harvey & Sons Ltd. at the invitation of the stove and cooker manufacturing firm of Lane & Girvan Ltd., the tasting was held in the enamelling shop of the foundry.*
>
> *Still begrimed and in their working clothes, the men tasted six sherries, ranging from very dry to sweet, under the guidance of Mr. Harry Barnes, local director of Harvey's, and his staff.*
>
> *Mr. Barnes told the men the object of the tasting was to spread knowledge and appreciation of wine among a hitherto-neglected section of the community—ordinary industrial workers.*
>
> *Afterwards he commented: " We have been amazed by the intelligence of the remarks made and the questions asked. It proves our contention that the average industrial worker has an inherent good taste for wine which only requires encouragement to be brought to the surface ".*

Frustration Figures

ANYONE interested in studying the reasons for and the extent of industrial disputes in Britain, should get a copy of the May issue of the *Ministry of Labour Gazette* (price 1s. 9d.). Here the reader will find an exhaustive analysis of the causes and duration of stoppages of work in 1957, of the number of days lost and a breakdown of the disputes by region and industry.

Altogether, 2,871 stoppages involving some 1,356,000 workers came to the Ministry's notice last year. The aggregate number of working days lost was nearly 8,398,000, or four times that of 1956, and the highest number lost since 1926, the year of the General Strike.

But statistics, like women, are odd creatures. If, for example, we divide the total number of working days lost by five (to give the total number of working weeks lost) then multiply by 12 (assuming £12 a week to be the average national wage) then we get a total loss of wages in the region of £19,750,000—not a very large sum these



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CELOTEX LIMITED, NORTH CIRCULAR ROAD, STONEBRIDGE PARK, LONDON, N.W.10 TEL: ELG 5717 (10 LINES) days. The value of goods and services lost will of course have been much higher. On the other hand, 1,356,000 workers were involved which is about 17 per cent of the total number of workers belonging to unions. Looked at this way, the picture is much more grim.

As I write, the London bus strike is still in full swing and, it is reported, tons of food are rotting away in the Port of London because the dockers are out as well. In fact, 1958 looks like being another bumper year for disputes. And when one examines the reasons given for all this trouble, they sound either stupid or trifling. Is there, then, some deep-seated reason which is never mentioned for all this waste and bitterness—something which has nothing to do with the niceties of arbitration, with the employment of non-union labour or with disagreement over the Government's policy for tackling inflation?

The Prime Minister could no doubt put up a good case to justify his claim that the country "has never had it so good", though perhaps he put a number of backs up by putting it in those words. All the more reason, then, to suspect the existence of some hidden malaise, some sense of frustration or futility, as a possible cause of our present industrial discontent. If full employment, improved working conditions and wages that compare favourably with most of Europe are not enough to ensure a fair measure of industrial health, then it is reasonable to assume management is prescribing for the wrong complaint.

Whatever is wrong, one suspects that it has very little or nothing to do with Communist agitation. Somewhere between the assertions that the average worker is lazy, ignorant and irresponsible and that management is autocratic, insensitive and snobbish, the truth may lie.

Combined Operation

PRODUCTIVITY engineers are to become part of the management team in every section of Richard Thomas & Baldwins Limited (the giant steel firm). The number of engineers needed will vary according to the size of the section and the nature of the work performed. In very large works, such as Ebbw Vale, there will be a small group of productivity and work study engineers in each of the main production departments.

These groups will be headed by a productivity engineer who will be directly responsible to the departmental manager. There will also be a small central department in the works under the chief productivity engineer who will be directly responsible to the general manager. This central department will cover any section not served by the departmental teams and could also be used to reinforce departmental teams when required.

Productivity engineering has been defined as "the art and science of utilising and co-ordinating men and materials to attain a desired quantity and quality of output at a specified time and at an optimum cost". It is based fundamentally on work study which, in turn, may be used in order to improve the use made of labour and machinery; or to improve plant lay-out; or to establish methods of planned maintenance.

In order to co-ordinate the activities of the productivity engineering departments for the various sections, a group productivity engineer will be appointed for the company but he will have no direct authority over the productivity engineers in the sections since they will be directly responsible to their general managers. **(Ingot News).**

Thoughts on a Beanfeast

WITH a trade recession nibbling at their order books and their 2,000 employees on a four-day week since early this year, this is an inauspicious moment for the Imperial Typewriter Company Ltd. to celebrate. But this celebration has crept up on them, in roughly the same way that a wedding anniversary creeps up on a harrassed husband. For last month Imperial Typewriters were exactly 50 years old, and a party of Trade journalists were invited for a tour of their Leicester factory.

They have been 50 years of progress: about 15 different models have been issued, and the capital has soared from £40,000 in 1908, to £2 million in 1956. It is only in the past six months or so that the drop in sales has slowed the tempo. With this shadow clouding an otherwise sunny day in Leicester "it would have been invidious", said Mr. A. Pateman, the company's chairman and managing

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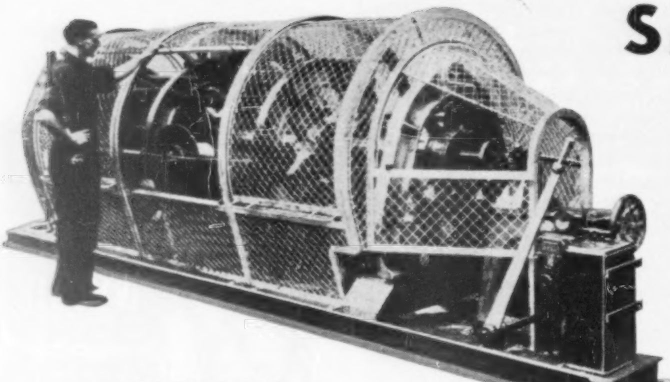

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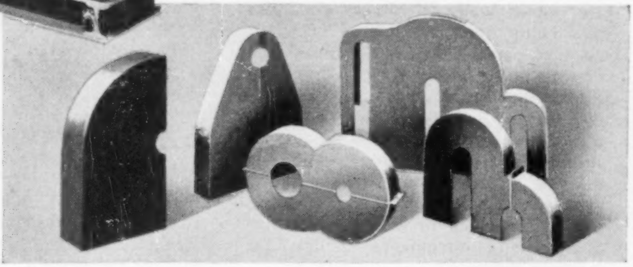

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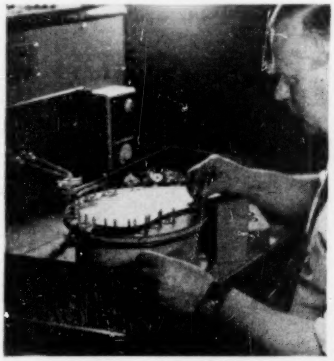
Point Counter Point

director, "to throw a more ambitious birthday party for the Press".

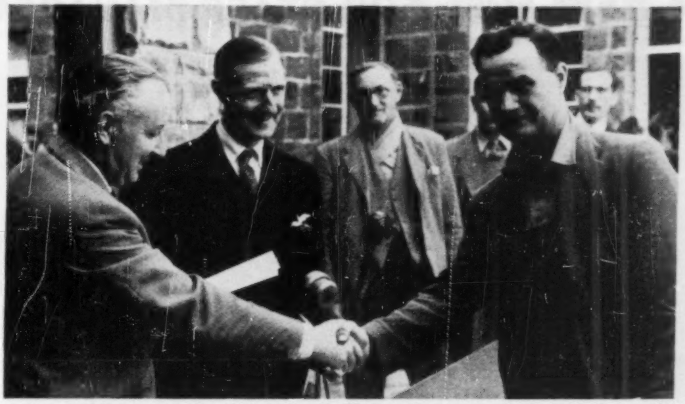
Certainly, if anyone deserves a beanfeast it is the firm's employees who have helped to create the successes of the past half-century. All the more surprising then, that the management has no immediate plans to give its staff their own special birthday party.

When are they going to do "something for the workers"? Well, they have done a fair amount already. They have given them a pleasant canteen and a sportsfield of about 10 acres, complete with pavilion. Labour relations, said Mr. Pateman, were very good; there had been very little trouble in their fifty years. A "quarter-century" club had been organised, with about 200 members, and each year the company made a financial contribution towards a works outing, to cover fares and meals. "If the employees care to organise an outing or any other kind of celebration," added Mr. Pateman, "the company will share the cost".


This operative is not setting candles on the company's birthday cake; he is feeding typewriter parts through an automatic heating device to soften them.

Sunshine for Sir Tom

ON a day in the not-so-merry month of May, when Londoners were trudging wearily to work, and most of the national Press was scowling at trade unions in general, Sir Thomas Williamson, general secretary of the National Union of Municipal and General Workers, presented a refreshing, almost summery, contrast. Beaming genially over both management and men, he watched while Thomas Marshall & Co. (Loxley) Ltd., Sheffield, inaugurated their Employees Benefit Scheme.


"Moral obligation to legal right"—Sir Thomas beams as the bargain is struck.

The scheme covers about 500 workers at the firm's main Loxley works and their subsidiaries, Ffriths Fireclay Co., North Wales, and Kingscliffe Insulating Products, at Wrexham. It benefits workers in three ways. A *sick club* provides sickness benefit of just over £4 a week for a weekly payment of 1s. 9d., the company matching each employee's contribution up to 2s. per head; and a non-contributory *pension scheme*, based on a fund standing at over £60,000, ensures each pensioner one pound a week for life.

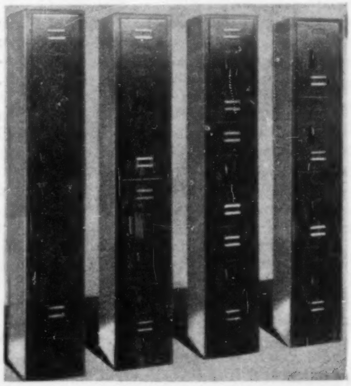
The third part which has finally clinched this square deal for employees is a *profit sharing scheme*. Employees will now receive a share of 10 per cent of the company's net annual profits, equivalent this year to about two weeks' basic pay for each man—pennies from heaven for employees who are budgeting for their annual holidays. Even pensioners will get a share, based on the hourly rate of their last job—an average bonus of £16 to £20.

This was no sudden, unexpected windfall for employees, however: all three parts of the scheme have their foundations some way back in the company's history. But when Mr. Arthur Marshall, director of the company, presented token certificates to employee representatives, outlining the terms and conditions of the scheme, he was putting the company seal on the plan, and transforming "what has previously been a moral obligation into a legal right".

Our Front Cover . . .

. . . ties up with a new series beginning in this issue on Personnel Management in Shops and Department Stores. It is a John Lewis Partnership *picture showing a department manageress explaining one or two points to new sales staff.*

THE EDITOR



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Managing Retail Staff—I

Personnel Problems Facing Our Stores and Shops

This is the first of a series of articles on personnel management in department and multiple stores. In the course of these, the writer will deal with the special problems involved in an industry whose employees make or mar the firm's reputation with the public. We begin with the general picture and the reasons why getting the right staff is difficult.

IT is surprising in a business where staff can, by their handling of only one sale, enhance or mar a reputation which has taken a lifetime to build up that staff training is not given the care and attention one might expect. Certainly many of the large, and successful, firms give a considerable amount of time and thought to the subject, but many retail houses show a peculiar " couldn't care less " attitude to the subject.

The problems are, of course, great. There is a large turnover of labour and this is unavoidable to some extent. The majority of workers employed in retail selling are women and there is a natural wastage on marriage. Then there is the bugbear of week-end work. Many girls faced with husbands and boy friends working a factory five-day week prefer work which gives them leisure on the same days. And the money, always a sore subject when you talk to retailers on staff matters, cannot compete with that offered in other fields. Nor is the added inducement of goods at trade rates the attraction it was because girls today are not always so keen on being tied to one shop.

By ROY PARKER

Editor, Shopfitting and Display

These are a few of the difficulties which face retail stores in their search for staff. But even when the prospective employer has overcome these obvious obstacles and attracted some girls to his shop, he is then faced with the all-important question of adaptability. And this is the real jackpot question. Retail selling demands a lot. The assistant must get along with people, not just with the customers but with colleagues. He or she must not panic under pressure. They must in fact be balanced people. And when choice is restricted, as it is in this field, is it any wonder that many unsuitable assistants find their way behind the counters?

In subsequent articles we shall be seeing how various stores and groups of stores in this country and abroad deal with the problem but in this first article let us look at the difficulties one by one because these affect every shop in Great Britain and consequently every member of the population.

Week-end Work

Week-end work of course cannot be helped. In the West End of London and in the centre of many provincial cities it is possible to close some of the shops. This largely depends upon the class of custom because while the working class habit of taking Dad round the shops on Saturdays persists so will the necessity to remain open on Saturday. And quite a lot of these shops depend upon the Saturday trade for their profit. It has been found possible to close shops which sell certain commodities in recent years but this has not been popular with the public. Shopping is looked upon as more than a necessary evil by a lot of people and even as a form of entertainment. It will take a lot of propaganda and education on the part of the retailer before these habits are changed and, as many retailers prefer to open on a Saturday, it is unlikely that any concerted effort will ever be made by any of their organised bodies. This, then, is likely to remain as one of the barriers to recruitment.

Wages are admittedly low in comparison with industry although some firms offer terms which are comparable. Hours are long and not always convenient. Most firms offer commission on sales and this enables an assistant to earn as much and often more than her sister in the office or factory. In stores that offer terms like this it is still difficult to recruit the right type of staff at an early age because the young girl is unable to see commission as anything other than a mythical earning. Today it is what they know will be in the packet rather than what might be. The department store can put forward the real bait of trade prices and many girls can save enough on their clothes to make up for the lower wages. And the department store often has the attraction of stocking a variety of goods by many manufacturers in each department thereby offering the assistance a real choice. But for the girl employed in the specialist shop, say, for example, a shoe shop, and who only buys three or four pairs of shoes a year, the saving can be very small.

Also there is a general desire, and it does not apply only to the retail trade, among employees not to be tied to

Opinions Differ on What Matters

During the summer of 1957, the opinion of 1,000 saleswomen and 100 salesmen employed in retail concerns in the London area was obtained on the relative importance of 12 factors which they considered important in their jobs. The survey was sponsored by the journal Stores & Shops *and the factors themselves were chosen by sales assistants in a department store. The table beneath compares the ranking of these factors by the men and women concerned with the opinion of the management of these companies.*

	Factor	Sales Staff		Management
		Women	Men	
1.	Be told whether or not you are progressing	12th	10th	8th
2.	Have a considerate and fair supervisor	11th	11th	5th
3.	Have an interesting job	9th	7th	2nd
4.	Receive pay increases according to merit	8th	2nd	1st
5.	Receive pay increases according to length of service ...	10th	12th	11th
6.	Feel secure in your job	6th	4th	6th
7.	Have the chance of improving your knowledge and skill	4th	2nd	10th
8.	Work under an efficient organisation	5th	4th	7th
9.	Have good working conditions and amenities	3rd	9th	3rd
10.	Have your work recognised as individually yours ...	7th	6th	12th
11.	Have reasonable chances of promotion	2nd	1st	9th
12.	Have pleasant working companions	1st	7th	4th

their employer. They want their independence and they like to show it sometimes by purchasing their clothes somewhere else. Just as the farm worker often objects to a tied cottage so does the shop worker object to tied buying. The creation of a family atmosphere that covers all activities is a tricky business. There is only a narrow line separating a warm embrace from strangulation.

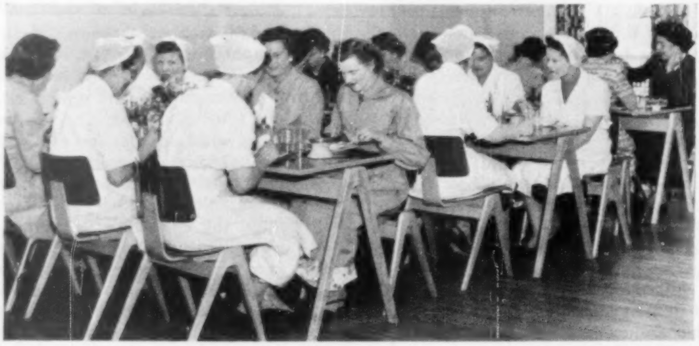
The question of hours is one that always crops up whenever recruitment is discussed. They are not particularly long or particularly arduous. But they are inconvenient. Most shops keep open for a half-hour or even an hour after the factories and offices have left for the day. It is a reasonable thing to do and with so many people out at work it is a very necessary thing to do today. Many people would like them to open later as they do in the United States but that is another question. It would seem that on the surface an extra half-hour or even an hour would make very little difference to a girl's evening. Let's scratch the surface a little and it soon becomes apparent that it can make a lot of difference.

During the war the hours of cinema and theatre performances were severely restricted in the national interest and, although all legislative restriction has since been removed, the cinemas and the theatres have not returned to the pre-war times of performance. It is usual for the last performance of a cinema to start between seven and seven-thirty and many theatres in London start at seven-thirty. A girl finishing work after six p.m., still having to change and perhaps have a meal, has very little chance of catching these performances except on her one half-day in the week. It's a small point and it may seem insignificant to those it does not affect; but then those matters that so far don't affect us always do seem trifling.

This so far has really been a tale of woe, but the picture is not, however, entirely a black one. Retailing can offer a girl far more opportunity than practically any other business career open to her. The counter need not be prison but can be a stepping stone to something really good. Promotion can moreover be swift for a girl with initiative and good taste. Buyers are recruited from assistants and here is a job that carries tremendous responsibility and a salary to match.

The problem of staff recruiting is really the problem of retailing itself. **A business that depends for its very life on the art of selling steadfastly refuses to sell itself to the people and particularly to the children of this country.** Much good work is done through the London County Council's College of Distributive Trades and various trade organisations conduct summer schools on the art of retailing but all this is aimed at the people who are committed to retailing as a livelihood.

To the boy or girl at school, retailing is still "serving behind a counter" and the implication is that it is a life of servility. Of course, this is nonsense but who is really to blame for the idea arising at all? The dock is a little crowded in this nation of shopkeepers. With full employment or near-full employment a plank in the election programme of every political party, the onus is plainly upon the retail trade to tell their story so well that the so-called irremovable obstacles to recruitment disappear and then the youngsters will start considering it as a career in the first place and not as an afterthought.



Welfare amenities in leading chain and department stores are generally of a very high order. Here, for example, is a Marks & Spencer staff restaurant.

Communication . . . employee education . . . children's libraries . . . holidays . . . sick schemes . . . status symbols . . . rating tests . . . etc., etc. The cost of fringe benefits in America goes up and up but most managements are convinced it is value for money.

Human Relations in an Extrovert Climate

COMMUNICATION in American workshops and factories captures a genial note of " togetherness " so often missing from our own. Take, to begin with, the matter which appears on their works notice-boards.

The boards I saw were themselves gay and arresting and the ideas to make people stop, look and read were often quite amusing and striking. " Something New " was the heading, and around the words was a drawing of a hen looking at her new-born chick. Below were listed items of shop interest and importance.

" What's Doin?" shouted another notice introducing topics of the day in question. Another was entitled " The Welcome Mat " and on it, to my astonishment, appeared my own name plus a thumbnail description of myself, my position, and my purpose in walking round that factory. It meant not only that many folk on that shopfloor greeted me by name but that their curiosity about me had both been aroused and satisfied. How different from over here where the boss and executives escort visitors around with no one at the bench knowing who's who or why!

" Sick List " was another prominent poster, as were also " Health and Welfare Notes ", " Safety Jots ", to mention only three of many lively, imaginative attempts to " bring in everybody on the act ".

A lot of good sense has been distilled from the large amount of thought managements in the U.S.A. have put into this business of communication. We, too, have thought a lot about it, but I think that quite often we fail to grasp the texture of the, for the want of a better term, " employee mind ". We do not always speak to him in a language he understands. **Of course, American managements start with the great advantage that their workpeople assume they will share in the fortunes of the company and so they come half-way to wanting to know, to looking for the knowledge and information, to studying managerial policy and criticising it to a level and in a way that is not the habit of workpeople over here.**

In Britain, management has to go most of the way in putting over the stuff we want to communicate; therefore we will have to search more imaginatively for ways and means of doing this.

By HENRY ALLEN

Industrial Relations Director
Yale and Towne Manufacturing Co.

The American technique is to give all the gossipy stuff, the domestic issues and the news that ties up with the daily round first, and to come in later and more subtly with the heavyweight data such as the financial set-up and production hopes and prospects. There is, I think, much of value to be learned from this approach: given a receptive ear and eye, established through the simpler grapevine, one can lead on to the more important information a management wants its workers to share and understand.

Willingness to absorb, and certainly the ability to comprehend, is very largely a matter of what is nowadays termed " employee education ", and there is a lot of this in American factories. This was most interesting to me, a British personnel manager, because it links with a trend I noted sharply in all parts of the U.S.A.—namely, a search for culture and human values. Certainly material possessions are rated high and " keeping up with the Joneses " is still very much in vogue, yet everywhere I came across this desire for knowledge. This was reflected not only in crowded museums and art galleries or in the popularity of historic sites but also in the factory, where employees are " educated " both in company doctrines, trade practices, financial policies and so forth and in more liberal spheres.

Such programmes are associated with the fringe benefits that are so much a part of the " overheads " of personnel management in the U.S.A. For instance, in several plants I noted not only libraries for employees but also for their children—a remarkable provision, it seemed to me. Workpeople took books home and returned them as and when they liked without any system of recording. Every company asserted that the loss and destruction of books was negligible and that the employees greatly appreciated this service for their children.

The cost of fringe benefits has spiralled in recent years and, while it may be argued that a limit should be set, my impression was that American managements (while entering exuberantly and, it might seem, prodigally into such schemes) regard them as sound business in that they produce a useful dividend in employee goodwill.

Benefits are, of course, of two kinds: those already mentioned, which are a kind of " frill " with an educative or cultural purpose, and those which directly concern the worker's security and conditions of work.

Generous Holidays

Of the latter group, let us first consider holidays. In the U.S.A. the holiday system is defined and generous and differs from that for most manual workers over here (though in the U.K. we are beginning to accept and operate the sliding-scale system based on length of service, as in the case of clerical and executive ranks). The annual fortnight becomes three weeks after 15 years' service, with additions as the service lengthens. The qualifying period for the holiday is one week's employment, as opposed to the six months which generally applies over here.

Trade union negotiations are also different. They are on a local basis with nothing of the national coverage such as we have with our own unions, and my impression was that this close liaison and consultation with a view to decision-making on a narrow geographic basis was very valuable. As we all know, so often workers in the U.K. get involved in disputes in other parts of the country often on matters which do not essentially concern them. However, the comparison is perhaps not fair for the difference in size between the U.S.A. and the U.K. is a matter that cannot be ignored.

Sick-benefit schemes are much the same as the old rates in Britain. They are scaled and can go up to 75 per cent on a £25 per week average wage. Insurance schemes for manual workers are the norm and America is somewhat ahead of ourselves in the group insurance scheme. Long service has much the same recognition as in Britain. Christmas gifts appear with some companies but are not standard or common practice. Provisions for social and sports activities are very similar to those in the U.K.

Everything, however, is clearly defined, stated, publicised, documented, etc., etc. I want to make that point because it is part of the texture of American personnel management and the warp of the cloth is different from ours. It is, moreover, a pattern which our British line of thought does not greatly relish.

Status Symbols

Status symbols, too, in America have reached major proportions. And why not? The size of a man's desk, the number of drapes he has in the way of carpets, curtains and so on clearly designate his place in the executive echelon. He wants it that way and he gets it. (" You want it—we get it " is a slogan I heard applied in many different contexts, and in my opinion it is a sound gospel.)

Here also I should mention the intense pre-occupation with appraisal and evaluation systems. **Just as management and their men like to state how high a person rates in the hierarchy, so also do they wish to assess and proclaim how high he rates in performance.** As I said in my previous article, the tests are elaborate and the paper work lavish, but they are realistic and active in that from the conclusions reached decisions are made governing further training, eradication of weaknesses, promotion, and the like.

Another element I liked was the devolution of duties. In every plant I visited each executive knew precisely where he stood in the management chart, and I could not help but think that such clarity made for easier relations. It contrasts with the situation prevalent over here where intra-mural conflicts are caused and the air laced with friction because someone thinks his position has been usurped. In the U.S.A. the organisation manual is as readily available as the production programme.

But it is easy to admire systems that derive directly from a national temperament: it is quite a different matter to plant these alien systems in an industrial soil as old and vulnerable as our own. There is—one says it with respect—a certain simplicity and extroversion in the American attitude; they like things clear cut and prefer colours in black or white. In personal and industrial relations, they have none of our facility and predilection for half-shades, subtleties and nuancies. Their habit of calling everyone by Christian names is a slight but significant sign of this easy, uninhibited approach. By and large, though, I doubt if the rôle of a personnel manager is any easier over there.

Discussion Leader

The Challenge of 'Fixated' Behaviour

Rudeness, refusal to carry out orders, passing on malicious tales—all these, says Discussion Leader, are examples of the aggressiveness so often adopted by frustrated and " fixated " people. Do you agree? In any case do you think it is the job of a personnel manager to try to help people in this condition? Or should it more properly be left to a psychiatrist, Please let us know what you think.

I HAVE received another interesting reply to the problems posed by " problem people " which we first raised in the April issue. If you remember, one manager wrote to say that, if he had his way, he would sack a toolmaker who, though efficient, was consistently rude and unco-operative. Another manager was plagued by an old floor-sweeper who would not keep the floor clean and a stores manager who would not change his storage system to a more efficient one. Both employees had been inherited by him from a previous régime and his works director would not hear of removing them or of changing their status in any way.

Mr. Dave Curtis, an industrial relations officer, of 18 Cherry Way, Upper Halliford Road, Shepperton, Middlesex, has some good advice to offer on all three people and how to handle them.

Here is what he wrote:—

" The case of the stores manager appears to be one of opposition to change and progress plus, possibly, an inferiority complex. The tactful approach adopted by Anna when giving advice to the King of Siam, should go a long way towards solving this problem.

The floor-sweeper, we are told, is old, yet we know that elderly workmen are often meticulously tidy, so age can be discounted as the reason for his poor workmanship. It might be that he knows that he is due for " the scrap-heap " in a couple of years and the knowledge has robbed him of a great deal of zest. If told that the prospects of his remaining with the company after 65 were good, but dependent upon how well he performed his task, he would very likely reciprocate.

The case of the tool-maker is a little more difficult. The manager says of this man that he is rude to the toolroom manager and that he will not carry out special tasks unless begged to do so. A decision to dismiss him was vetoed because " he is the only craftsman able to perform a particularly skilful piece of work ".

The man's craft and obvious apprenticeship suggests that he stems from secure roots. He is a man in the early 40's and proud of his craft—I take this view because of his obvious ability to adapt himself to modern conditions, which in itself suggests a combination of youth and experience. He is probably buying a house fairly locally which might constitute a sound reason why he does not sell his skill elsewhere. He is methodical and punctual and probably a good father and husband; is not anti-social but tends to set a barrier between himself and other people by being a little over-critical and intolerant. He is angry with the narrowing of wages differentials between highly skilled and semi-skilled workers and blames much of his relationship with this problem upon the toolroom manager who, he feels, should notify main office of his ability. He strives to maintain a standard of living commensurate with the plane upon which he has set himself over other men, and is stretching his budget to the limit. Without necessarily ever having applied for a higher post, he is envious of the status of others. He sees no way out of the tangle and has become petulant and aggressive, knowing that he holds a very strong trump card in these days of full employment and dearth of first-class men. *He is, in short, suffering from frustration* (my italics, D.L.)—one of the greatest occupational hazards in industry today.

£599 AWARD

Evidently nothing frustrated about Mr. F. W. Robinson, 40, of the Harlesden factory of the H. J. Heinz Company, pictured here after being awarded £599 for a suggestion that will save the company several thousand pounds a year. It is the largest suggestion scheme award ever made in the food industry.

Presuming this to be the case, how do we proceed? Our first approach must be one of putting our own house in order. We would be hardly human if our attitude towards this particular case had not hardened over a period of time. Having ourselves agreed that we want a change, we then turn to our problem case.

Our personal contact with the tool-maker must have the outward appearance of being casual, but timed with industrial precision. It should be relatively easy to arrange for him to collect the specifications of one of the special jobs from the manager's office, and by the same organised chance to arrange for the personnel officer to be around at the time—two-faced perhaps, but the criteria should be " the aim ". Introductions over, an informal chat, a question or two on his plans for his children, and the intrigue will already be showing signs of justification.

The ice broken, the next meeting should be less casual and constitute a visit by the personnel officer to the tool-room to see the special job being carried out. The tool-room manager should receive his first introduction to the idea at this stage, and be told the objective is to make our problem case a little more amenable.

This evident appreciation of his ability, no less sincere because of the way it was brought about, should have the required effect upon the employee with considerable advantage both to him and his employers ".

A Constructive Approach

HERE we have a constructive approach to all three cases. Frustration is at the root of much seemingly unco-operative and unfriendly behaviour. We can recognise frustrated behaviour by its *non-adaptive* character. The person in the grip of frustration has ceased trying to find constructive solutions to his problems; his behaviour, or what he says, is serving only to relieve his feelings. To him, his difficulties and problems appear insurmountable.

Thus frustration is a highly subjective state of mind. One man's mole hill may be another man's mountain. It can also result in differing types of behaviour. Aggressiveness is the most common form, but a frustrated person can also " retrogress " to earlier and more childlike forms of behaviour, or become " fixated " or completely rigid in trying approaches which he knows are no use, or he can give up the struggle and become resigned to his fate.

Rudeness, refusal to carry out orders, passing on malicious tales about someone in authority are all examples of aggressiveness. When we " retrogress " to an earlier form of behaviour we lose our critical faculties, become more credulous, lose control over our passing emotions or form cliques like small boys.

I feel a good example of " fixated " behaviour at the present time is the way in which managements and trades unions are seeking to solve problems created by entirely new industrial economic and social circumstances, by time-worn, and maybe hallowed, but woefully inadequate methods.

Once we have recognised any of these symptoms in the behaviour of our " problem employees," we can plan our approach accordingly. Take the case of the valued and senior women secretary of a small firm, for example. She had reached her present position by teaching herself such subjects as company law as she went along. Her knowledge of the business and her efficiency made her indispensable to the directors. For some time, however, her behaviour had been giving them more and more cause for concern. She started to work late, come in early, take work home and finally said she had no time to take her annual leave. Then the junior clerks began to complain that she was rude and unkind to them and some of them began to think of leaving.

Clearly something had to be done and one of the directors was given the job of tackling the problem. He decided that these were all symptoms of frustrated behaviour. He recalled that the firm's recruitment policy had been changed a year or two before. Bright young graduates, trained in their own particular field, were being slowly imported into the firm. The first of these were already beginning to make their mark. The director decided that his secretary felt threatened by these men and was frightened. Somehow he had to reassure her that her fears were groundless, without, however, hurting her pride by bringing them into the open.

Accordingly he opened the interview he had with her most skilfully with the words: " Miss ——— we directors are very frightened. We are concerned about you and if your health breaks down we do not know how we are going to manage without you."

Next month I want to go on with the discussion on effective speaking. Letters will be very welcome.

DISCUSSION LEADER.

Get a Good Job of Work

The author, Mr. David King, formerly a technical magazine editor, is now technical press officer of the United Steel Companies Ltd. and editor of their group magazine.

Three out of five people read house journals. Some do a first-class job, some are like the curate's egg and some are not worth the paper they are printed on. If yours is in either of the last two categories, this article will tell you how to get it promoted to the first division.

In a television age, with newspaper circulations shrinking and cinemas closing, the house magazine presents something of a paradox. For although people may be reading less in general and are more addicted to the home screen in particular, nothing seems to halt the vigorous spread of employee publications of all kinds from the humble, duplicated newssheet to the glossy, four-colour picture magazine.

It has been estimated recently that there are now 1,500 house magazines published in this country with a total circulation of 13½ million and at an over-all cost of £4.2 million. **Three out of five people are regular house magazine readers—a proportion of the population which puts even the highest TV programme rating in the shade.**

But at the present stage of its development, even the converted would admit that it is often an imperfectly shaped tool for its purpose, and hence all those intent upon climbing aboard the bandwagon are advised to take thought if they want to avoid getting disillusioned in the process.

Perhaps the most important distinction is between the "internal" publications which are designed solely for readership within an organisation and the "externals"—the sales and prestige magazines which often have a worldwide circulation. Too many journals, however, are just "Mr. In Betweens": they succumb to the temptation of trying to please both audiences under the same cover. The inevitable result is that the employees distrust it as being largely a voice of management, while the customers are irritated by a lot of irrelevant verbiage about an unknown works football team.

So if you want to satisfy both types of reader, the answer is to have at least two magazines, a solution which has been successfully adopted by a number of industrial and commercial concerns, including Barclays Bank, Shell-Mex and B.P., Vickers and Vauxhall Motors. As a form of promotional publicity, external magazines usually call for the specialised techniques of the salesman and the advertising agent, so that their problems are considerably different from those of the internal magazines which, in fact, outnumber them by at least three to one.

Choosing an Editor

Let us assume that you want to make a start with a comparatively modest production solely for your own employees. One of the first questions to arise will certainly be: Who is going to edit it? If you have settled for a full-time editor from the outset, then the answer is quite clear: engage a qualified journalist. You may have to

from Your House Journal

pay him rather more than young Harry who doesn't seem to be too happy in the clerical department although he has written a good sketch or two for the office party but you *will* be getting someone with the knowledge and experience to produce a workmanlike and readable publication; someone who also knows a good deal about printing, typography, blockmaking and allied crafts which should all be part of the journalist's stock-in-trade.

Many medium-sized companies could neither afford nor justify the whole-time services of a house magazine editor, however. In fact, when the British Association of Industrial Editors—the only organisation in this country entirely devoted to the interests of house magazine editors—carried out a national survey a few months ago, they found that part-time editors were in the majority. Of 210 editors who completed the Association's questionnaire, 146 were doing their job on a part-time basis. As might be expected, more than half of them spent the rest of their time on publicity matters, either on advertising or public and Press relations.

By background and training, there is a presumption that such people would at least be familiar with the production problems involved. With the exception of public relations officers, however, it is an open question whether they would be on such familiar terms with the human factors in industry and commerce.

It is perhaps not surprising, therefore, that the next largest group were shown to be combining their editorial activities with personnel duties. People are by definition the personnel manager's *raison d'être,* and news for, by and about people is the very lifeblood of the successful house magazine. The ability to project the "human angle" to the maximum advantage might even be said to outweigh the handicaps imposed by lack of editorial and production experience, for in this particular context it does not follow at all that the slickly produced "glossy" will necessarily fulfil its purpose better than the amateur production which is in close day-to-day touch with its readership.

Accurate salary figures are naturally rather difficult to obtain, but for full-time editors £1,000 a year can probably be taken as the minimum figure, while part-time editors generally start at a higher rate, no doubt due to the other responsibilities which they are expected to bear. Salaries for female editors—of whom there are now a growing number, many of them doing an excellent job—tend to be considerably lower than for men.

What Should it Cost?

Commercial newspapers and magazines must cover their costs by sales and advertising revenue if they are to survive. This criterion can not be applied to the house magazine where the objective is not profit but the fostering of better community relations within the office or factory.

Costs vary enormously, according to the size and quality of paper used, the number of pages and colours, the total circulation, and other factors. In the case of a four-page journal in newspaper format with a circulation of 2,000, for example, the BAIE survey revealed an average production cost of 10½d. per copy; when the circulation was between 2,000 and 5,000 the cost dropped to 5½d. For a 20-page monthly journal in magazine format, using two colours, the average cost per copy with a circulation of under 2,000 was 1s. 9d. On the other hand, a similar magazine with 32 pages and with a circulation between 2,000 and 5,000 cost 1s. 7d. a copy to produce.

These random examples emphasise the only generalisation on production costs that can usefully be made: the higher the circulation, the lower the cost per copy.

The aim of management, which has to foot the bill, should therefore be to provide the most effective service at the lowest possible cost. Ideas on the achievement of this aim can be expected to differ, but it is instructive to note the response of nearly 200 house magazine editors in the United States to a request for information on their interpretation of management objectives. These editors were asked: What does your company consider the most worthwhile and useful types of news or feature material for employees appearing in your publication?

Top of the poll came "employee progress—promotions, service anniversaries, distinguished achievement awards, and so on". Next in popularity were "the announcement of new developments and policy changes" and "the description of company products and services". Far below these topics were "the explanation of company benefit plans" and "the promotion of efficiency through suggestions schemes, safety programmes and good housekeeping campaigns". Fewest votes of all were accorded to "the presentation of financial information" and "articles describing sales methods and programmes".

Items of personal and social news may be time-consuming to acquire, but their collection presents no inherent difficulties to the conscientious editor who is in intimate daily contact with the community in which he works. Moreover, the fact that he is likely to be a member of management himself enhances the value of the contacts which he makes in the course of his editorial duties.

NEWS FROM UNITED STEEL
NEWS FROM UNITED STEEL

"News From United Steel" was awarded a Certificate of Merit in the National House Journal Competition organised by the B.A.I.E. Its format is a compromise between that of a newspaper and a periodical, a lay-out suitable to a monthly which tries to keep "newsy" at the same time.

Statement on company policy and new developments constitute a different problem. Here, the editor is entirely in the hands of the senior management and their attitude to the importance or otherwise of the house magazine is bound to be reflected in its pages. Of those who replied to the BAIE inquiry it was found that the majority of part-time editors were responsible to someone at director level, while more than half of the full-time editors were responsible to a departmental head.

But it may be suspected that to some extent these results represent no more than the formal chain of command. To often, policy statements in house journals have an oracular and slightly pompous ring which suggests that they have been handed down from above for verbatim publication, to be altered and made more human at the editor's peril. Not surprisingly, this feeling is rapidly apprehended by the readers who, far from being grateful for the information, are just left with a resentful attitude which could so easily have been avoided by more tactful treatment. People like to feel that they are being kept " in the picture " and a few words of explanatory comment over the managing director's signature is worth more than all the formal statements in the world.

First with the News

Similarly, the house magazine should play an important part in the timing of statements which affect the working lives of employees. Many stories about plant extensions or large orders received are of interest to a wider field than the organisation concerned, of course, but they are of very special interest to those who work for it. Several companies solve this dichotomy of interests either by simultaneous publication of their house journal and a Press release on the major news item it contains or, more simply, by circulating the magazine itself to newspapers and trade journals. None of the benefits of general publicity is lost in this way, which at the same time ensures that employees hear the news first from their own firm and not from the newspapers or from their next-door neighbour.

At the very outset, then, it is essential that senior management should lay down a clear policy on the lines on which a new house magazine is to be run. It is equally essential that one of their number should be charged with the responsibility of ensuring that the editor continues to receive the facilities and freedom he needs for a proper interpretation of that policy.

Outside the arena of company policy, there remains a tremendous field for the house magazine editor to cultivate. Unfortunately, however, it often happens that the most rewarding material is the hardest to assemble. Employees with interesting stories to tell about their experiences or hobbies invariably seem to be either (a) too busy to contribute or (b) unable to commit their thoughts to paper. There are no short cuts to deal with this situation but the editor will probably find it simpler and more effective in many cases to interview the potential contributor and then write the story up himself.

Syndicated Features

A comparatively recent innovation which has come to the aid of the harassed house magazine editor is the syndicated feature article. This kind of material normally emanates from public relations consultants who are, of course, acting on behalf of their clients. The commercial core of the pill is well disguised and the stories often make palatable reading and are accompanied by good photographs. Many house magazines today include a regular page or more of syndicated material, particularly in features appealing to women—knitting patterns, new fashions, domestic equipment, and so on.

On a more altruistic basis, certain organisations such as UNESCO distibute a regular bulletin of general interest feature articles which can be reproduced without payment. Whatever the source, however, many editors refuse to touch syndicated material, maintaining that everything they publish should be tailor-made for their own special readership and not borrowed or refurbished from outside agencies. Like so many other editorial matters, it is a question of balance: include a syndicated column now and again if you believe that it contains worthwhile information for your readers, but never regard it as a substitute for an article written by one of your own contributors, however uncertain his syntax may be.

The larger and more dispersed the organisation, the more necessary it becomes to appoint correspondents to submit news of their local sporting and social activities and to assist with the progress-chasing of dilatory contributors. Experience will probably prove that the correspondents need chasing as well, so that it is advisable to meet each one periodically and perhaps to assemble them collectively at longer intervals in order to keep up their enthusiasm and to brief them on your editorial requirements.

From what has been written already, it will be apparent that editing a house magazine is no sinecure and many beginners may tend to be disheartened when they find that the publication of each successive issue is not swiftly followed by a spate of lively and provocative correspondence. In a mood of self-criticism, they may be tempted to organise a readership survey to discover whether the readers approve of the editorial contents or are thoroughly dissatisfied.

Having done just that on one occasion, the author's personal experience closely mirrors the results of the American survey mentioned earlier. **People, and things that happen where they work, are of paramount importance.** It is the house magazine editor's unique responsibility, as a spokesman for management on the one hand and a friend and counsellor to the employee on the other, to project every point of view without personal bias but in such a way that all are made to feel part of the same team. It he can do this successfully, and go on doing it month after month, the returns in goodwill on his outlay in printing and production costs will not be any less impressive for being incalculable.

Five-Star Treatment For Your Journal

- ★ ***Keep it human—avoid formal statements***
- ★ ***Strike a balance between house news and outside interest***
- ★ ***Choose a journalist for a full-time editor***
- ★ ***Appoint employees as 'news hounds'***
- ★ ***People and events make the best reading***

Management News and Ideas

GLAMOUR TRIO SET A RECORD

An accounting machine operator, a typist and a shorthand typist—all working for the Goodyear Tyre & Rubber Company in Wolverhampton—were voted "top trio" in the Midland final of the DAILY HERALD *"Glamour in the Factory" contest. The girls, Mrs. Rose Hayward, 25, Ellen Hutchinson, 18, and Claire Jakeman, 19, were each presented with £25, three pairs of nylons, shoes, a beauty case, perfume, bath preparations and an extended-play gramophone record. When they competed with their Wigan counterparts in front of ABC television cameras a month ago they were beaten by a short head. But their initial record remains—three glamour queens, all keeping up morale in the same works.*

'By any other Name . . .'

EMPLOYEES who object to the use of a stopwatch when their jobs are being work studied might well be wooed into willing submission if only they were French-speaking. Time-study experts across the Channel call it a *chronomètre*, and if you roll the name two or three times around your tongue you will admit that it has a certain something — the charm and coquettry that one associates with *les femmes de Paris*. On the other hand, the double-handed stopwatch as operated by a German expert is a different proposition entirely. *Stoppurh mit Doppelzeiger* could send your workers rolling in the aisles, or it might start a number one crisis in industrial relations.

This trilingual exercise is prompted by a new book published by the European Productivity Agency of the OEEC. It contains about 600 of these equivalents and is called, if you are insular, a Glossary of Work Study Terms. If, however, your mind enjoys an occasional sentimental journey, you will welcome it as a *Glossaire des Termes de l'Etude du Travail*, or even as a *Wörterbuch des Arbeitsstudiums*.

This is yet another instance of the valuable work which the EPA is doing for European industrial co-operation. But we confess that, after chasing through the book searching for exotic renderings of the commonplace, it was a relief to get back to our *Personalverwaltung*.*

* *For translation apply to 2 Rue Andre-Pascal, Paris 16e. (The price is 9s., $1.50, or 540 FF.)*

Greens for Lunch

A FEATURE of daily summer-time recreational activities at the Goodyear Tyre and Rubber Company (Great Britain) Limited, Wolverhampton, is a lunch-time departmental bowling competition.

Every lunch hour on a green sited outside the main office, teams of bowlers can be seen battling for victory. Teams are drawn from office departments and the competition is run on a league basis with a handsome trophy for the winners. Standards are high and play is taken seriously. And the matches always attract a crowd of lunch-time onlookers from the staff.

Other news from the same firm is of a way to help make employees accident conscious and careful. It consists of the award of Safe Driving Diplomas, and the firm recently made presentations to over 60 per cent of their internal driving staff, who are now in the second year of this scheme.

Partners in Goodwill

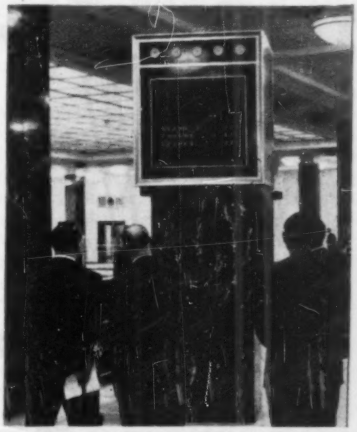
THE 28th SUMMER CONFERENCE of the Industrial Co-partnership Association will be held at Girton College, Cambridge, from July 11 to 13. Its theme will be "The Mainsprings of Industrial Goodwill".

Fire Down Below

Overheard from the president of an internationally known corporation:

In our company, when any plant or branch wants to spend more than $100,000, it has to have the approval of the Board of Directors. However, the resignation or firing of a foreman in whom the company has invested more than $100,000 in 10 years rarely comes to the attention even of top management.

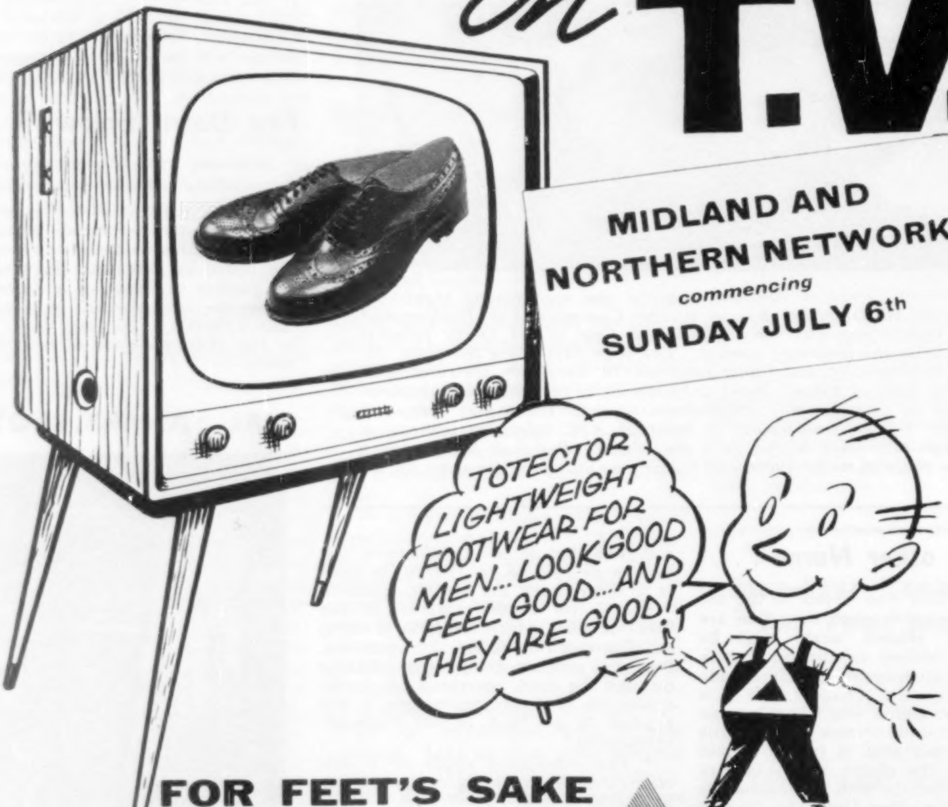
DIAL 'AI' AT LLOYD'S



This new calling system at Lloyd's, by Siemens Edison Swan, plays "hunt the broker". Brokers dial their personal codes (four digits) plus the three-digit number of the underwriting boxes where they can be found; names and numbers appear automatically on the indicator panels. The indicator can display up to nine names at a time.

MASTER TOTECTOR SAYS

"See TOTECTORS (REGD.) on T.V."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Legal Remedies for the Employer

There are many routes of legal redress an employer can take against employees. But it is seldom worth the cost of the forensic powder and shot to sue an ex-workman for damages.

IN this series of articles I have dealt with some aspects of the law affecting the formation of a contract between employer and workman and of the law regulating their rights under that contract. I shall now move on to deal with the legal remedies of each party, where the other party fails to fulfil his obligations under it. In this article I shall confine myself to the remedies available to the employer, and these can be divided into those which require legal action and those which do not.

First, without recourse to lawyers, an employer has the right of summary dismissal, either without wages, or with wages in lieu of notice. At one time an employer probably had the right to chastise his workmen, though more latterly this was confined only to apprentices. This happy position has now disappeared, however, and an employer who slapped an apprentice today would probably find himself being prosecuted for a common assault.

A similar dilution of the right of summary dismissal has also taken place and an employer should be cautious about making use of this right, particularly now that it is possible for a workman to obtain legal aid. Except in the most extreme cases it is probably safer for the employer to dismiss with wages in lieu of notice, if he wishes to get rid of a man at once. **However strongly an employer may feel about a particular man it will almost always be worth paying him his wages for the period of notice as an insurance against being sued for wrongful dismissal.** Judges do not always see an apparently strong case in the same light as an employer, and in any case fighting such actions is troublesome and expensive.

In many cases, however, it is not sufficient for the employer to sack a man; he must also take some legal action either to recover or to protect his property, and the remedies available to him are either to sue for damages or for an injunction. There will be few cases where an employer is justified in sueing an ex-workman for damages, either because such a man will not be worth the legal powder and shot involved, or because the amount of damages is necessarily small.

For example, where a workman's only wrong is to leave his employer without giving the agreed notice, then the only damage which the employer could recover would be the loss which was a foreseeable result of the lack of his services for that period. It would be an exceptional case where this sum was larger than the workman's wages for the same period, and in many cases would not amount to that.

Points of Law—11
PERSONNEL MANAGERS' CASEBOOK

The equitable remedy for an injunction is, however, far more useful and practical, its main use being either to enforce a restrictive covenant against a workman, or to prevent him disclosing trade secrets. There is also the remedy of a declaration of trust, which is of use mainly in connection with patents, and is usually coupled with one or more of the main remedies.

An injunction is called an "equitable" remedy because, unlike, damages, a plaintiff is not entitled to it as of right. The reason is that this remedy operates against the defendant's person and not his property, and however good the plaintiff's case may be, the court will not award an injunction unless they feel it is just and equitable to do so. Another equitable remedy is specific performance, which is the converse of an injunction. *The one orders a man to do something and the other orders him not to do it.*

The courts have laid down a number of general principles to give some guidance on this question of "just and equitable", and one of these is that they will not grant specific performance of a contract of personal service; i.e., they will not order a workman to perform his contract. A corollary of this rule is that they will not grant an injunction where the effect of this would be to force a man to perform his contract of service, perhaps by giving him no alternative.

No Singing Fool

An example of the way in which this rule operates in practice is given by the case of Lumley *v.* Wagner, which was reported in 1852.

Lumley was the lessee of Her Majesty's Theatre and he engaged Mademoiselle Wagner to sing certain operas at a fee of £100 per week. The contract contained a term that "Mlle Wagner engages herself not to use her talents in any other theatre nor in any other concert or reunion, public or private, without the written authorisation of Mr. Lumley".

Mlle Wagner subsequently made an agreement with a Mr. Gye to sing certain operas at the Royal Italian Opera House, Covent Garden, for a larger fee than that paid by Mr. Lumley, during the subsistence of her contract with him. Lumley sued Mlle Wagner asking for an injunction to restrain her from singing at Covent Garden or anywhere else without his written authorisation. Although clearly not a case for a decree of specific performance, the Court said that there was no harm in granting an injunction, the effect of which would be to encourage Mlle Wagner to perform her contract with Lumley, since it was in no way restricting her from earning her living in some other way.

The Lord Chancellor put it in this way: "Whenever the Court has not proper jurisdiction to enforce specific performance it operates to bind men's consciences as far as they can be bound to a true performance of their agreements".

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Nutrition and the staff canteen—2

The Basic Components of an Adequate Diet

By Dr. MAGNUS PYKE, B.Sc., Ph.D., F.R.I.C., F.R.S.E.

For the most part, industrial canteens are providing the right type of meals. At least, says Dr. Pyke in his second article, vitamin deficiency in the diet of British industrial workers is difficult to demonstrate. Much more serious is the incidence of heart disease and this is one of the problems on which the nutritional scientist is now working.

ONCE upon a time, before the Brains Trust became the solemn, philosophical function it is today, somebody stumped the experts by asking the question: "If I swallow a compound pill containing seven different medicines, one to affect my heart, one my lungs, one my nerves, and the others my complexion, my kidney, my brain and my sore throat, how do they each know where to go?"

The point of this story for the nutritionist is that an adequate diet must be made up of many more than six different food components. The way they move about the body is, of course, in the circulating blood stream after digestion and subsequent absorption through the walls of the stomach and intestines. But of more interest, perhaps, than *where* they exert their effect is *what* this action is and how much of each is required for the full functioning of a healthy man or woman.

In my previous article I mentioned that the basic necessity for a nutritionally adequate diet is that it should provide enough to eat. In scientific terms this can be translated as sufficient calories to maintain an ideal body weight while carrying on the day's activities. All foods worthy of the title are combustible, though some, notably fats, sugar, flour and other cereals, and, indeed, *drier* foods in general, provide more calories for a unit weight than *wetter* foods such as potato, turnip or greens. It is important to remember, of course, that the amount of calories you get from a particular food depends on how much of it you consume. An ounce of beer—a wet food if there ever was one—only provides 10 calories, whereas an ounce of egg provides 45 calories. But a pint of beer weighs about 20 ounces and can readily, nay agreeably, be consumed at a sitting, whereas an egg weighs only about 2 ounces and ten eggs (the equivalent of our pint of beer) are never eaten at any one normal meal.

Calories a'Plenty

But it is not about calories that I am proposing to write in this article. Industrial workers in Britain today are in no way threatened by calorie-deficiency. If they come to the canteen hungry but anxious to lose weight—that is, having consumed for one reason or another more calories than their energy expenditure requires—the best that they can do is eat little or, alternatively, fill up with bulky but low-calorie articles such as sauerkraut, salad and turnip. Of the nutrients, the food components needed in nutrition, protein is of particular significance.

Every schoolboy now knows that meat is a "protein food". When he grows up, however, and becomes a working man, he finds that it is a good deal more. Carbohydrates and fats are composed of carbon, hydrogen and oxygen. In the body they become broken down by a complex continuous process of oxidation until as carbon dioxide (CO_2) and water (H_2O) they are finally excreted in breath. From this chain of chemical reactions the energy for daily life is fundamentally derived. One gram of fat provides 9 calories of energy and one gram of carbohydrate provides 4 calories.

Protein, like carbohydrate, also provides the body with 4 calories per gram; but, unlike either carbohydrate or fat, protein has a special nutritional function. It is composed of *amino-acids*, which are needed for the growth and repair of muscular and other tissues. These amino-acids all contain nitrogen. The nutritional value of different proteins depends on the combination of amino-acids of which they are composed. The "biological value" of proteins can be measured by the degree to which they permit growth in experimental animals. The proteins of milk are of highest "biological value", but they are closely followed by proteins from other animal foods, and it is often stated for brevity that all animal proteins as a group are of high "biological value" or are "first-class" proteins, whereas vegetable proteins are "second class". There are certain exceptions to this general proposition. For example, gelatine is an animal protein, but is of low "biological value" because the amino-acid, tryptophane, is lacking in it.

The explanation of the general rule, that animal proteins are of higher "biological value" than vegetable proteins, is as follows:

Human protein is a mosaic of amino-acids which combine to give it its special characteristics. The protein of meat, of which the muscular tissue of an ox or a sheep is composed, is not greatly different. The mosaic of beefmuscle must be broken down in the human system, but the amount of rearrangement of amino-acids needed to construct human muscle from it is not very much. On the other hand, the amino-acid composition of wheat protein is substantially different from that of human protein.

The difference between the nutritional quality of different proteins is most significant for children and adolescents who are growing. For adults it has repeatedly been shown that a mixed diet providing proteins from different sources—for example, from cereals and from leafy vegetables, or from vegetable and animal foods combined—enables the body to utilise the protein mixture as economically as if it were wholly derived from animal sources.

Belief in Meat

Industrial workers *believe* that they need meat in order to carry out their day's shift efficiently. If this is so, it is quite clear that it is not the protein in the meat that is the significant factor. A diet composed of the usual types of foodstuffs will be found to derive about 10 to 12 per cent of its calories from protein. This means that if a workman whose expenditure is, say, 3,600 calories is obtaining his daily calorie requirement, he will hardly be able to avoid consuming 90 g. of protein (1 g. of protein produces 4 calories, hence 90 g. produces 360 calories). Even when the conventional " safety margin " is added, the requirement for protein is rarely set at more than 70 g. daily, or 1 g. per kilo of bodyweight.

At one time some athletes used to eat large amounts of meat while they were training; but the modern tendency has been towards a simple diet of a normal type in which the amounts of food eaten are merely adjusted to provide the increased demands for energy arising from the physical expenditure of the athlete. Although there is no doubt that meat is a useful food for workers and others engaged on physical activity, recent studies on athletes include equal numbers of recommendations of a high meat intake, which are balanced by reports of outstanding performance on vegetarian diets, and of successful achievement on low intakes of protein.

Although the existence of vitamin B_1 was discovered, even if under another name, as early as 1887, and although Sir Frederick Gowland Hopkins pointed out in 1906 the essential nature of what we now know to be vitamin A and vitamin D, almost up to World War I in 1914 nutrition, as it was generally applied, restricted itself exclusively to calories, proteins, carbohydrates and fats. This conception of the subject omitted two important groups of nutrients, both of which are essential to health: these are minerals and vitamins. It is these substances which are comprised in the term " accessory food factors ".

"The Newer Knowledge"

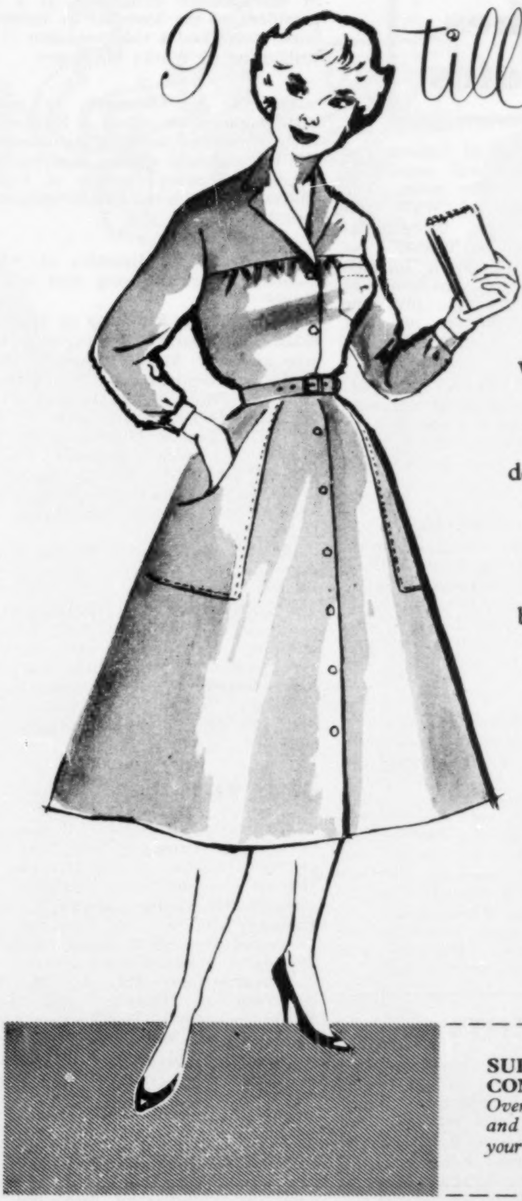
In planning the British diet of 1918, the then Ministry of Food publicly condemned the use of fruit, tomatoes and vegetables as wasteful and unnecessary. Because their calorie values are low, they were dismissed as being little better than coloured water in solid form. A British garrison surrendered to the Turks at Kut, not because they did not have *enough* to eat, but because they did not know that their rations were deficient in B-vitamins and in vitamin C, enough of which could have been dropped to them from a single aeroplane of those days to keep the defence going if only there had been understanding then of what the American physiologist, McCollum, soon after called " the newer knowledge of nutrition ".

A long series of mineral substances are required in an adequate diet. Among these iron, shortage of which may cause anæmia, calcium, which may be concerned with teeth (as also is fluorine), and salt, which is lost in sweat and is consequently of particular importance for people who work in heat. And a long list of vitamins includes vitamin A, derived from butter, greens and carrots, B-vitamins from milk, bread, potatoes and all sorts of foods, and vitamin C from fresh (not dried) vegetables and fruit and from potatoes. It is generally thought that shortage of vitamin C is of all vitamins most possible, particularly in spring when the contribution from old potatoes is lowest. Keeping food hot is most destructive to vitamin C. But in Britain, a happy land in contrast to many less-favoured nations, deficiency of vitamins in the diet of industrial workers is difficult to demonstrate.

Vast sums of money and countless millions of vitamin pills have been consumed in the United States by industrial workers who have been misled, either by ignorance, by fear or by disingenuous advertising, into believing that such ministrations would improve health and efficiency. Tests carried out in Britain during 1941 and 1942 by the Ministry of Health failed to show that the administration of " shot-gun " pills of mixed vitamins in any way improved the health of 214 men working at smelting furnaces.

But—and this must be my last word—knowledge never stands still. Twenty years ago there was a vitamin called " vitamin F " that fell on evil days and which came to be ignored. This substance has now been rediscovered under the term EFA (essential fatty acids). And although the fact has by no means been proved, it has been suggested that this substance *may* be of importance in the diet in protecting against certain kinds of heart disease, the incidence of which has increased greatly in recent years. The situation is still unclear and scientific knowledge is yet incomplete. But there may still be ways in which nutritional science, translated into meals by the industrial caterer, may be able to play a part in dealing with a very real problem which, unlike the beriberi and pellagra of other lands, does afflict our own people.

Spud-bashing in the canteen kitchen. The potato is a staple of our diet and a valuable source of vitamin C.



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P.M. Names & Notes

Keeping timber safe . . .

clean air . . . overtime

. . . foremen's status . . .

new paints legal . . .

HOW TO SELECT, examine, test and maintain timber used for ladders and scaffold boards is described in a new illustrated booklet "Timber for Ladders and Scaffold Boards," published by RoSPA as Technical Pamphlet No. 5.

* * *

AN ILO NEWS ITEM states that, according to a recent survey, one-quarter of the 6 million workers in manufacturing industries in Britain were working an average of eight hours overtime each week.

* * *

THE 1958 EUROPEAN MANAGEMENT CONFERENCE is being held in Berlin from October 1 to 3. It is being staged by CIOS, the International Committee for Scientific Management, and will be attended by representatives from 29 member countries.

* * *

AVERAGE WAGE of the factory worker in the U.S.A. is $81 a week. Personal incomes amount to $340,000 million dollars a year and savings are at an all-time high of $484,000 million. *Mr. J. P. Mitchell, U.S. Secretary of Labour.*

* * *

STATUS AND PAY OF SUPERVISORY STAFF is the title of a document now available from the Institute of Personnel Management. It contains information from 16 companies on grades of supervision, pay and differentials, overtime payments and staff privileges. It costs 3s. and 1s. 6d. to members.

* * *

IF YOU DON'T UNDERSTAND FULLY the provisions of the Clean Air Act, which came into force on June 1, the National Industrial Fuel Efficiency Service has published a very full and clear summary in pamphlet form. Those interested should apply to N.I.F.E.S., 71 Grosvenor Street, London, W.1.

* * *

A MILLION HOURS' work and no accidents is the record that has just been achieved at the Dunlop factory at Durban. It employs 1,800 operatives, who are engaged in the manufacture of tyres, belting, Dunlopillo, adhesives and sports goods.

* * *

A NEW ORDER which permits the use of emulsion paint for decorating inside walls and ceilings in factories has been made by the Minister of Labour and National Service, and will come into force on June 16. The order, The Factories (Cleanliness of Walls and Ceilings) Order, 1958, brings the requirements imposed by Section 1 (c) of the Factories Act, 1937, for the periodical washing and painting of internal walls, ceilings, etc., into line with modern developments in paint manufacture.

* * *

PEACEMAKER RETIRES — Sir Wilfred Neden, chief industrial commissioner of the Ministry of Labour, is to retire soon. Sir Wilfred, who will be 65 in August, has served in this post since 1954.

* * *

"SAVINGS AND INVESTMENT" is the title of a booklet which has been issued by Simms Motor Units Ltd. to every employee in the Group. Inspiration for the move came from a similar booklet issued by the United Steel Company, news of which was contained in the January, 1958, number of this journal.

* * *

NEARLY SIX THOUSAND factory employees ate four tons of food aboard 11 special trains which arrived in London on May 31. The party, believed to be the largest factory outing in Britain, was made up of employees of Raleigh Industries, the Nottingham cycle manufacturers, their friends and relations. British Transport Services provided 1,000 lb. of sausages, half-a-ton of cold meats, 10,000 rashers of bacon, and 6,000 eggs, half-a-ton of peas and 1,250 lettuces. The party also consumed 120 gallons of ice-cream.

APPOINTMENTS

To direct the OEEC drive for more scientists and engineers in industry, a special Office of Scientific and Technical Manpower has been set up within the organisation. Director of the new office is **Dr. Alexander King** who will report directly to the Secretary General of OEEC. He continues as deputy director of the European Productivity Agency.

* * *

Mr. A. B. Waring, founder chairman of the Birmingham Productivity Association, has been nominated by the British Employers' Confederation to succeed **Sir Greville Maginess,** K.B.E., as a member of the British Productivity Council. Mr. Waring is chairman of Joseph Lucas Ltd., has a keen interest in management education, is a past president of the Institute of Industrial Supervisors and a vice-president of the Institution of Works Managers.

* * *

Mr. N. E. Denmark, at present further education officer at Buxton, has been appointed head of the commerce and management studies department of the new Crawley College of Further Education which the Queen opened last month.

* * *

The board of directors of NIFES announces the following staff appointments:—

Mr. C. A. J. Plummer (6 Harborne Road, Edgbaston, Birmingham 15)—area engineer, Midland area;

Mr. K. Higginson (St. Paul's House, 20-22 St. Paul's Street, Leeds 1)—area engineer, North-eastern area;

Mr. R. Clare (89 Oxford Street, Manchester 1)—area engineer, North-western area;

Mr. L. F. Linnett (20 Alfred Street, Belfast, N. Ireland)—area engineer, N. Ireland area;

Mr. W. Short (Baltic House, Mount-stuart Square, Cardiff)—area engineer, Wales.

Responsible for co-ordinating NIFES work in the northern and southern sections, respectively, are the new group managers for these sections—**Mr. George Gill,** formerly area engineer, North-western area; and **Mr. A. H. Pinder,** formerly area engineer, Midland area.

ELECTIONS

Mr. Raymond Beale, J.P., secretary of Burgess Products Ltd., has been elected chairman of the Hinckley and District Productivity Committee. He succeeds **Mr. George Dearing,** Leicester District secretary of the National Union of Hosiery Workers. Other new officers of the committee are:—

Vice-chairman—**Mr. L. H. Ellis,** president of Hinckley and District Dyers and Auxiliary Workers Union; secretary—**Mr. W. H. Partridge,** department manager of Atkins Bros.; honorary treasurer and Press officer—**Mr. G. R. Goadby,** works manager of Sketchley Dyeworks Ltd.

* * *

Mr. Robert Barclay, safety officer at G. & P. Weir Ltd., the Cathcart, Glasgow, engineering firm, has been elected chairman of the Glasgow and District Industrial Accident Prevention Group. Vice-chairman is **Mr. A. Dorman,** assistant personnel manager of the Singer Manufacturing Co. Ltd.; and honorary secretary is **Mr. A. J. Porter** of the Esso Petroleum Co. Ltd.

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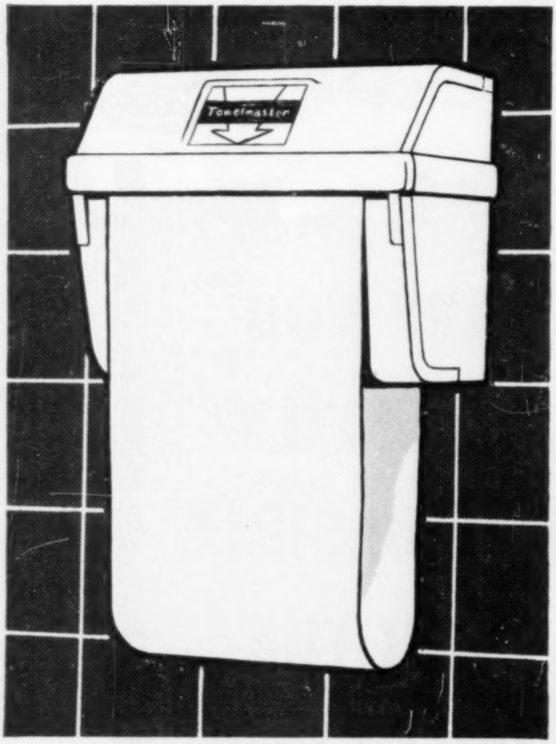

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A Little Bit of 'Bull' Makes Workpeople Feel a Lot Better

By N. T. FREEMAN,
Personnel Officer,
British Titan Products Ltd.

In addition to the sensible things it says about good housekeeping, we liked this feature for its refreshing style

THE last two years or so have seen a lot of discussion on the subject of "bull," a word which until recently had a certain appendage in the less polite drawing-rooms. Now it has attained stature and dignity by virtue of the frequency with which it has been used in the House of Commons.

What do we mean by "bull"? It is the achievement of certain desirable objectives by over-emphasising good housekeeping and personal cleanliness. Originating in the Services, its many manifestations were often lumped together on a training programme by the use of the general term "internal economy"—a phrase which in my ignorant civilian days I had always vaguely associated with avoidance of gluttony.

Properly used, "bull" had much to commend it. Most of the people in the service of H.M. had come from clean and decent homes and were entitled (as far as the exigencies of the service would allow) to the maximum of cleanliness and decency which could be provided by a beneficent Government. Unfortunately, human nature dictates that where a number of people are lumped together and must enjoy each other's company for a period of time, the standard tends to decline to that of the lowest.

Proof of this (if any proof other than the erudition of the writer be needed) is to be found in a fairly recent exercise in social science carried out by one of our south-western universities. A problem family was housed on a new estate in the midst of other families notable for virtue and uprightness, in order that the problems might disappear. Sadly, it was the virtue that became sullied, the uprightness that became crooked, and another brave attempt to end the "coals-in-the-bath" era ended in failure.

The trouble with "bull", of course, was that it was a weapon sometimes used by officers and N.C.O.'s who had no conception of its true implications. The whitewashing of stones and the perfect symmetry of packs became to them a mystic symbol of the methods by which the war could rapidly be brought to a conclusion.

"Safety Walk". An abrasive flooring by the Minnesota Mining and Manufacturing Company reduces the danger of slipping and looks good.

Now, what application has all this to good housekeeping in industry? Simply this:—

1. The need for a high standard of cleanliness and tidiness in factories must be fully understood by everyone concerned.
2. Supervisors must appreciate that good housekeeping is an outward and visible sign of management's determination to conduct its business efficiently and safely in the best possible conditions for workpeople. It is a means to an end and not a policy to be pursued for its own sake.
3. Once a good standard of housekeeping has been achieved it is useless to relax in the fond hope that it will remain at that level. It won't.

You are invited to conduct an experiment. Have you a small locker room for female staff with a cleaning rota amongst the users? If so, withdraw all supervision for a fortnight, then inspect the room. After you have waded through the litter of cigarette ends, match sticks and torn paper, you will probably find draped across the tops of lockers a few discarded aprons, purchased by you at some expense and now holed by cigarette burns and tossed away. The litter bins and ash trays will be empty, the wash basins lined with greasy scum and the mirrors covered with dirt. Yet the users of this room probably rush home after work and revert to the houseproud matrons they are—in their own houses.

Where to Begin

This is not a cynical uninformed opinion. It happens to be true and it is as well to accept the fact and to lay good housekeeping plans accordingly. Let us imagine that a factory occupier wishes to clean up his factory; study the fundamentals and see what can be done.

An essential starting point for any attempt to obtain a clean factory is the provision of adequate washing and changing facilities, with clothes lockers, at a point adjacent to the place of work. If it is too far away it will not be used and outdoor clothing will be hung up around the workshops.

A clean washroom does a good publicity job for management. (Picture, courtesy Advance Linen Services Ltd.)

I know an occasion when a large number of lockers were inspected in a reasonably new and well-equipped room at a motor factory. Out of some 600 lockers less than 5 per cent were in use, and in that part of the works served by the locker room almost every machine bore its quota of hats, coats and scarves, whilst a favourite second chance of coat-hook was the window catches.

It is suggested that two things were wrong here. When the provision of new locker room accommodation was mooted, the trades union representatives and works councillors were not brought into the picture on what surely was an easy enough thing to put over, for a great deal of money was to be spent on the provision of an employee amenity. Then, when it was completed, no real attempt was made to enforce its proper use.

It would be accurate enough, by the way, to say that the lockers were not used for their *proper* purpose because, for some extraordinary reason, a great number contained a stack of paper towels, the standard method of drying after using wash basins in the building. Presumably they had been acquired as an insurance against possible future shortages.

Clear Gangways

Having cleared the workrooms of garments, what then? See that well defined areas are marked for storage of materials and that gangways are properly cleaned. Where it is necessary for material to be stored near to machines see that stillages are handily kept within white lines in places easily accessible to internal transport, and where swarf is produced, make adequate arrangements for its rapid removal and disposal.

If you consider, by the way, that you are reading the No. 1 primer on good housekeeping, console yourself by searching for the last available report of H.M. Chief Inspector of Factories. **Turn to the statistics and see how many reportable accidents were due to falls and you may think, as I do, that most of them are attributable to untidiness and that dissemination of a little elementary knowledge might not be a bad thing.***

Now look at the decorative state of the workshop and the machines, tanks, vessels, or whatever else it may contain. Apart from the Factory Act requirements a little paint can boost morale and perhaps engender a desire for cleanliness. Ventilation and lights should also come under survey.

Are the floors clean? So many automatic floor scrubbers are now available, with suction dryers as part of machine or as an addition, that dirty floors are not only dangerous and unhygienic, they are also inexcusable. Choose a machine suitable to your requirements—i.e. if you have no coving make sure the machine will scrub right up to the walls. If you have very large floor areas a battery operated machine might be an advantage because long flexes are avoided, and if a machine is to be used on different floor levels then portability is important.

Galvanised bins, or litter baskets, distributed throughout the plant, will help to keep down litter and where spillages are likely to occur it is wise to provide bins containing sawdust. If meals are taken inside a plant, proper meal cabins are surprisingly easy and cheap to construct, even with refinements such as simple air conditioning by trunking taken to the outside atmosphere, and formica-topped built-in tables. It is not suggested that eating in a workroom is to be encouraged and it may, in certain circumstances, be illegal, but where a continuous process is operated it is unavoidable.

Look at the Outside

The exterior of buildings should now come under consideration. Frankly, cleaning and maintenance is best done by specialist firms who have adequate equipment and trained personnel. The roads and paths should be properly surfaced and mechanical cleaning is desirable if the area is large. A mechanical brush can do the work of many men and some types have many kinds of additional tools, which can be fitted so that they can be used for other purposes. Grass verges can be sown with advantage, but I have seen areas between roads looking very clean and tidy when covered with loose, round stones.

Incidentally, there is always a temptation to take short cuts across these areas and a company chairman of my acquaintance was extremely annoyed when employees not only cut across these gravelled areas but littered them with discarded cigarette-ends and packets. He experimented with the size of stone until he found that which produced the maximum discomfort when walked on, standardised it and his troubles were over.

There is certain to be a quantity of rubbish and waste material around any works. See that it is dumped in an area set aside for the purpose as quickly as possible. The hoarding instinct is highly developed in many people (engineers are particularly prone to it) and a certain amount of ruthlessness is necessary to avoid part of the factory surround becoming a junk yard. The appointment of a surplus disposal or salvage officer has been found worth while in many cases.

Now your factory is clean and tidy and employees are no longer falling over material dropped around the floor or walking into scrap machinery which should have found its way to the junk yard many years ago. How are you to maintain this state of affairs? Good housekeeping competitions can play their part, properly organised between departments and, where possible, works. But in the end there is nothing to take the place of management insistence and example.

---

* In 1956 the number of accidents through persons falling was 22,548; the number caused by people stepping on or striking against objects was 13,445, and the number caused by people being struck by falling objects was 13,414.

Apparatus of Modern Welfare

Planning an Efficient Works Medical Service

The smooth running of a factory health service need not cost a lot though, of course, one should not stint on essentials. The practical steps described here should help. The main point to be borne in mind is that such a service should be complementary to the work of the family doctor.

By Dr. E. E. LIEBER

Medical Officer to the Microcell Group of Companies

IN a previous article we covered the various aspects of industrial hygiene, so far as factory conditions, the setting up of industrial medical units, professional rooms, and furniture, lighting, equipment etc., apply. An article on industrial health would be incomplete if we omitted to mention the provision of:—

1. Emergency care in the establishment for occupational accidents or illness.
2. Emergency care for non-occupational illness and accidents.
3. Provision for periodic medical examination of all employees working in hazardous trades, and
4. The employment of a full or part-time medical officer.

The essential factory amenities such as the provision of lavatories, facilities to dry clothing whilst the employee is at work, cleanliness, proper heating, ventilation, lighting, etc., are required by the Factories Acts. These, however, lay down minimum standards only and wise management is not content to work to these standards. It can be said that factory hygiene is a good mirror to reflect the attitude of management; the view which is sometimes expressed that employees do not appreciate decent lavatories and that they wilfully despoil them is not usually supported by facts and should be put out to grass with the hoary old story of coals kept in Council tenants' baths. Where a high standard is provided and factory representatives are asked to co-operate, they take a pride in maintaining that standard.

The industrial medical officer co-operates with the personnel officer in organising and maintaining lavatory and cloakroom facilities, rest rooms, first aid departments and the canteen. The medical officer together with the personnel officer should also take an active interest in the matters of adequate lighting and proper heating and ventilation which may well be regarded as specialist matters for the chief engineer but are also of first importance in maintaining good health and morale.

The medical officer should also give technical assistance and consultative service to the factory management, and advise as regards accident prevention. In addition to the routine matters of examining new entrants and excluding misfits, he should also do patch testing where necessary.

Regarding patch testing, I should perhaps explain that a small percentage of people are allergic to certain chemical substances, and we can ascertain to what these people are allergic by testing a small area of their skin. A trace of the supposed offending substance is applied to the skin and left for 48 hours. Then, if there is any reddening of the applied surface the test is said to be positive. If there is no reaction the test is, of course, negative, and the person considered fit to handle the chemicals with safety.

The smooth running of a factory health service is like a continuous chain in which the links are the management, personnel officer, medical officer and staff and the workpeople themselves. These links are bound together by mutual trust and confidence, and to merit this confidence the clinical standard must be high and the normal doctor-patient relationship maintained. Furthermore, it must have the confidence of the management and sufficient guarantee that they will accept at least a reasonable proportion of the advice given. We must not overlook the importance of good relations with the family doctor to whom the service is complementary.

Finally, by a reduction of sickness absence the occupational health service will contribute to improved relations between employer and employed, raising the morale of the latter while it cuts down lost production time.

The Awkward Few

I know from experience that it is always a small proportion of employees in any factory who are responsible for a large part of the absentee problem. We must accordingly concentrate on this group who manifest ill-health through repeated sickness absence and difficulty in getting on with fellow employees and supervisory staff, and attention should be drawn to them at an early stage.

Small firms cannot afford and do not need a full-time medical officer or elaborate provisions. At the same time it is their right to have equal opportunity for preserving the health of their personnel. This problem could very well be solved by the establishment of a consultant service for industry. A doctor working for such a service could devote all his time to studying the various problems relating to factory health hazards and would be able to give suitable advice to such firms as called him in whenever such problems arose.

7-Point Programme

A consultative health service could be operated by an insurance company, or an agreement could be made to provide treatment or consultant service by a specialist agency. They would undertake:—

1. Advice to management on health problems, supervision of health hazards and conditions of work, involving inspection of plant

The industrial medical officer should advise the management on heating, lighting ventilation, water supplies, washing facilities, soap, towels, etc., and various other aspects of working environment, which may affect the health of employees.

The medical officer should also advise on new architectural plans and new buildings or reconstructed accommodation, and, where necessary, the provision of such amenities as barrier creams, antidotes, etc., in certain hazardous trades.

2. General Health Education of the Workers

This should be maintained constantly by means of notices, posters, leaflets and reminders prominently displayed, and in particular by a special introductory talk to each new entrant. This can be given by the personnel manager or foreman, but the medical officer should draw its outlines and ultimately see that it is carried out.

3. Provisions for First Aid

The medical officer will suggest layout and equipment for a first-aid room or unit suitable for the size and type of factory. Here the value of a trained industrial nurse cannot be over emphasised. However, it is also possible to employ State-enrolled assistant nurses. Under the Factories Act trained first-aid workers must be employed in factories and we recognise the certificate of the British Red Cross and the St. John Ambulance Association.

4. Initial Medical Examination and Patch Testing

Ideally, an initial medical examination of all new entrants should be made in order to make a proper selection of personnel. These examinations should be done thoroughly with a complete physical overhaul like examination of heart, blood pressure, lungs, central nervous system and refraction test, and a chest X-ray if possible. Generally, however, the object of pre-employment medical examinations is to avoid placing a worker in unsuitable employment. This means that engagement need not be restricted only to the physically fit; handicapped persons too may be found eminently suitable for many kinds of work.

The initial medical examination is already required by statute in the case of young persons up to the age of 18. Where there is possibility of dermatitis or other allergenic manifestations, patch testing is most valuable.

In addition to the medical examinations required by regulations under the Factories Act, periodic medical examinations are often undertaken of certain groups of employees where the medical officer considers this to be necessary. It is obviously desirable to discuss and agree to the arrangements for such additional examination with representatives of the workers concerned.

5. Referred and Follow-up Examinations

These should always be done when there is any doubt arising at the periodic examination.

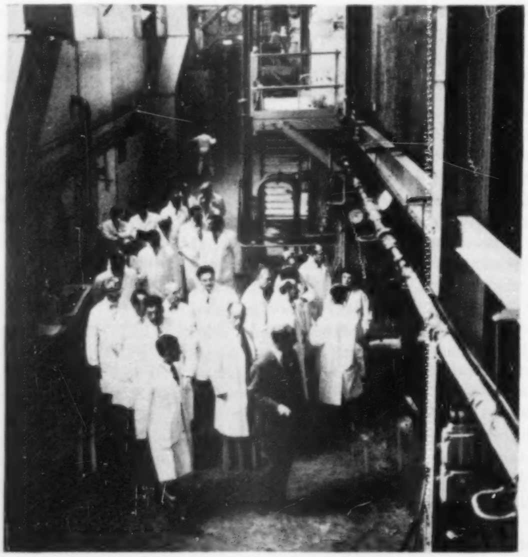
6. Keeping of Records

In order to supervise the general health of the worker it is necessary to maintain individual and group sickness records. This helps in follow-up and also provides statistical material, so essential if we are to keep a constant watch on the health of the worker, and so on the smooth running of the whole industry.

7. Rehabilitation of Employees after Illness

It is most essential that workers who have been absent sick should be examined on their return to work as to their fitness for their particular job. If any doubt arises they can be placed, temporarily or permanently in other work, lighter or less hazardous, possibly in another department, rather than be pronounced unfit to return to work. Although this is obviously not possible in smaller firms, some large organisations have set up special workshops where their injured or disabled workers are employed until they recover completely. (This will form the subject of a later article.)

In conclusion I would like to say that many harmful conditions we come across in industry, such as excessive dust, fumes, temperature changes, defective ventilation and unnecessary fatigue, and hence, every case of occupational disease, are an indication of failure on the part of the preventive programme for which the industrial medical officer is responsible, and it is his duty to appreciate and to recognise these conditions at an early stage, and take necessary action to control them.



Some of a group of European doctors who visited the Portishead works of Albright & Wilson (Mfg.) Ltd. last month. They were part of a travelling seminar organised by the World Health Organisation to study industrial health in this country. This factory, which manufactures phosphorus, is claimed to be the most modern of its type anywhere in the United Kingdom.

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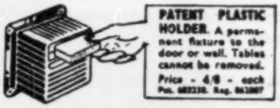
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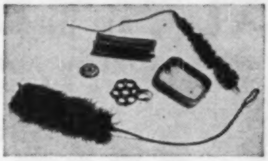

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What's going on in

CATERING TODAY

★ AN INFORMATION AND ADVICE BUREAU FOR CANTEEN MANAGERS

Slicers Can Cut Your Costs

EVEN in the smallest canteen a slicing machine is an asset and the question is not can we afford one but can we afford to be without one. The roast joint will go so much further if boned before cooking and, after being given a reasonable time to set, is sliced at a pre-determined thickness on the machine. This facility of pre-determining the thickness of the slice means that portion control can be maintained and costing made so much easier.

While labour costs remain so high, it is important that any labour-saving device should be considered especially when the appliance is capable of improving on human ability. The uses of a slicing machine are not limited to the slicing of hot or cold meats and can be extended from the slicing of bread at one end of the scale to cucumber at the other.

The least expensive types of machine are hand-operated, while the more expensive are electrically operated with noiseless motor and slice-thickness adjuster which provides a range of thickness from 1/20th of an inch upwards.

★ By LESLIE BANHAM ★

You will occasionally hear it argued that the labour cost saved by the use of a machine of this kind is lost in the time taken to clean the machine after use. This argument takes no notice of the point of accuracy or the advantage of intelligent use, nor does it take into account that the person who uses the machine is not necessarily the one who cleans it after use.

It is, however, a point to bear in mind when choosing a machine, for a model that does not permit easy and effective cleaning, however well it performs its basic function, is a liability.

Blade-sharpening attachments are fitted to most machines and, since they are automatic in action, they are simple to use. The general practice is to sharpen the blade once a day to keep it in good trim. The guards which protect the user from the blade should never be removed for any other reason than taking down the machine and cleaning it. Before cleaning, the power should be switched off electrically-operated machines and the plug removed from the socket. Wooden scrapers are usually provided to help in the cleaning of the blade and should be used for this purpose in preference to the common practice of using a cook's knife against the revolving surface of the blade in an effort to clean it. Do not drown the machine in water; it is especially unwise in the case of electrically-operated models.

★ Salad Days

SUMMER time means salads, and that in turn means often enough the use of cold meats. It is perhaps unfair to suggest that salads are synonymous with good fine weather, though they may be more generally popular in

(*continued on page* 38)

This tubular and plastic chair for canteens has been introduced by W. Lusty & Sons Ltd., of Empson Street, Bromley-by-Bow, London, E.3. It is in enamelled black with contrasting plastic upholstery, is easy to clean and hard-wearing.

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A Member of the Elliott-Automation Group.

CATERING TODAY

(continued from page 36)

summer. The post-war interest in slimming and figure consciousness and the consequent interest in food to be eaten has brought to the fore many forms of cold meats which hitherto had a limited place in the main meal dietary. A fair stock of tinned and packaged meat is also a safeguard in the case of emergency and an effective reserve in times when strike action makes it difficult to get the usual or required allocation of meat supplies.

It is a great advantage to know that a tin of meat will provide a given number of portions, and this fact in itself helps costing and gives an effective check on portion control.

★ Cooler the Better

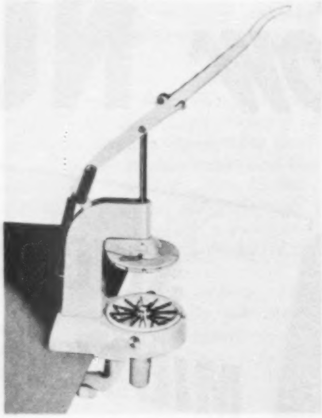
FRUIT drinks which are really cold are better by far than those which would by comparison seem to be tepid. Popular lines of any kind sell well at any season, and particularly in warm weather really cold drinks have a top-popularity rating.

The labour and wastage involved in providing cooled drinks is surprisingly low and the wastage negligible. Nowadays, one can get a soft-drink fountain which is refrigerated—the consumption of electricity is low and generally calls for no further installation than a 5-amp electric point. Such coolers are portable and are very easy to keep clean. The facility by which the flavours can be changed is noteworthy and the illuminated fountain display is attractive to the eye and tempting to the palate. *Dispensers of this kind are not only suitable for squashes or any non-carbonated beverages but can be used for milk too.*

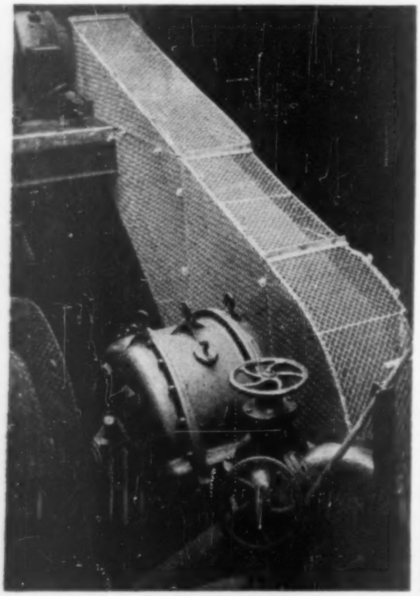
★ Here's Health

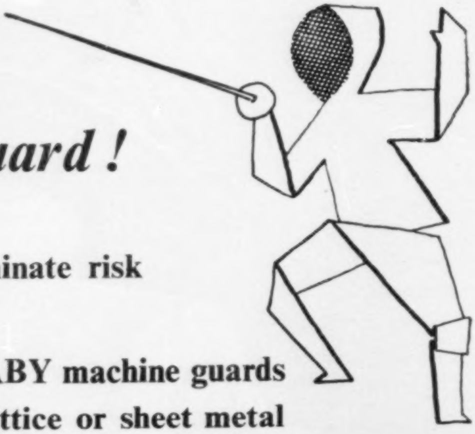
THERE has in recent weeks been quite an effort to popularise the consumption of milk by increased publicity in the national Press in the form of advertisements. Especially in those factories where recruits are taken from school there is quite a chance of selling cooled milk to the young workers. There will always be those who, having started work, might think it too juvenile to continue to take milk rather than tea and who may, because of this foolish prejudice, be afraid of what their fellows might think.

The chance of popularising milk in the canteen is nevertheless one that might profitably be taken and may well prove to be one way of helping to maintain the health of the worker.



This new gadget by A. W. (Kitchen Equipment) Ltd., 9 Argyle Street, London, cores and slices apples in one operation; change the stainless steel cutters and it will chip potatoes. Robustly made, it needs virtually no servicing, although spare parts are easy to obtain.





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Police say wage snatches, car ambushes, raiding of offices and thefts of vehicles and their valuable contents are on the increase. Every day, vital cash and goods are stolen, staff often injured.

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An essential service for your women staff, perfectly performed. These excellent automatic vending machines — specially designed for cloakrooms — contain 24 individual towel cartons, are guaranteed for a year and backed by a first-rate nation-wide maintenance service.

2 TYPES OF MACHINE

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White Enamel Machine (as shown) to contain compressed cotton-wool towel.
Varnished Wood Machine to contain Blue Star — with protective back and knitted cover; or White Lilac — soluble for easy disposal.

Every carton contains two safety pins

For further details of these machines and of efficient disposal methods, write to

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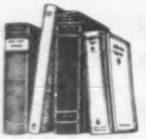
Makers of sanitary towels for over 70 years



NEW BOOKS ★ NEW FILMS

A Tome on Work Study à la Mode

Motion and Time Study. By Ralph M. Barnes (fourth edition).
John Wiley and Sons Inc., New York; Chapman and Hall Ltd., London; 74s.

TEXTBOOKS on management and industrial engineering originating on the other side of the North Atlantic are all too easily criticised for their excessive size; the quantity of words in which an author expounds his thesis often seems to be valued by American publishers (and, presumably, readers) for its own sake.

It is important, therefore, to make it clear that this is not the case with the 665-page revised version of Dr. Barnes's 21-years-old work. This is a truly comprehensive guide to time and motion study; a sound introduction for the student and an up-to-date reference book for the practising industrial engineer.

Dr. Barnes's original definition, laid down in 1937, is as precise and indisputable today: "Motion and time study is the analysis of the methods, of the materials, and of the tools and equipment used, or to be used, in the performance of a piece of work—an analysis carried on with the purposes of (1) finding the most economical way of doing this work; (2) standardising the methods, materials, tools and equipment; (3) accurately determining the time required by a qualified and properly trained person working at a normal pace to do the task; and (4) assisting in training the worker in the new method".

In this new edition there are five up-to-the-minute chapters dealing with motion study in mechanisation and automation; advances in mechanised time study and electronic data processing systems; the nine known motion-time data systems; evaluating and controlling factors other than labour; and work sampling, based on the author's researches in sampling procedures for measuring work and also performance sampling. There are many new illustrations.

The concise chapter on fatigue includes some interesting new material on the measurement of changes in the pulse rate as an indication of muscular activity, with references to the effects of protective clothing on the heart rate.

Shareholders All

The Challenge of Employee Shareholding. By George Copeman, Ph.D., *Business Publications Ltd., 18s.*

NO one would exactly reject a cut in taxes. It takes very little effort to find a good use for the extra money in your pay packet. Industry, too, would welcome a loosening of its purse strings for a score of reasons. And one such project which Dr. Copeman champions in this book is shareholding for employees. Tax concessions, he argues, could be used to encourage companies, on the one hand, to establish their own employee shareholding schemes, and employees, on the other, to buy an interest in the firm they work for.

What, then, is the virtue of employee shareholding? For Dr. Copeman it means better industrial relations. His book brings to the fore that growing middle group of "strivers," ignored by the conventional "boss versus worker" concept of industry, a group striving for personal success, professional and technical qualifications — a vital force in industry today.

Basing his study upon fifty schemes operating in Britain and the United States, Dr. Copeman analyses ten types of scheme, to help every firm choose the one best suited to its needs.

How to Run a Survey

Survey Methods In Social Investigation. By C. A. Moser. *Heinemann, 35s.*

THIS is one of the Heinemann books on sociology and covers all the stages of a survey from the original planning to the drafting of the final report. While intended primarily for students, it should also be very useful for those with jobs in the social sciences whose work requires an understanding of survey techniques. One slight limitation so far as personnel people are concerned, however, is that the book deals with the larger type of survey rather than with case studies of individuals and small groups.

One very interesting and informative chapter deals with the evolution of the survey—in government, market research, public opinion polls, and so forth, but the most important feature perhaps is the clear and detailed treatment of sampling. This is usually one of the most difficult features of any survey for the non-specialist to grasp.

Safe Lifting on Film

A TRAINING film on correct methods of lifting has recently been made available by the Central Film Library. Made by the C.O.I. for the Ministry of Health, the film is designed principally as part of a training programme for hospital nurses, but it offers some valuable tips which will be just as acceptable to medical and first aid workers in industry. *Lifting Patients: Part I—in Hospital*, as it is called, opens with a diagrammatic sequence showing how bad lifting and uneven strains can cause back injuries. Then follows a series of correct lifts performed first by nurses with patients—then slowly, by demonstrators. The film (catalogue No. UK 1551) lasts for 13 minutes; hire charge is 5s. From Government Building, Bromyard Avenue, London, W.3. Tel.: SHEpherds Bush 5555.

Salesreels

AFTER carefully analysing the actual reasons why many companies do not use film, Sidcup Film Unit announce a new system of film production—tailor-made 16 mm. films on any subject, anywhere in England or Wales, at a fixed price.

To be called *Salesreels*, these films run for seven minutes and, by careful scripting and the rejection of expensive production techniques, will cost the sponsor only £475 in black-and-white or £580 in full colour. The filmic requirements of every subject will be completely exploited so that each *Salesreel* remains an individual and original creation. Full use of commentary, music and sound effects is included, and for colour prints the finest available process has been chosen (colour masking).

Accepting "sales" in its broadest sense, the films can be used not only to promote sales but also to foster internal and external relations, assist in technical education, train salesmen and explain new techniques and processes. For use in export campaigns, they can later have foreign-language version sound tracks to take products, services and ideas overseas at negligible cost.

Supported by a salesman, technician or executive, every *Salesreel* is specially intended as the spearhead in any campaign conducted at personal level. To this end, Sidcup Film Unit have selected a portable, low-cost sound projector (price £155) as a recommended complement to the films so that their message can be taken to offices, showrooms and factories with convenience.

An informative brochure describing Salesreels and their use is available from Sidcup Film Unit on request.

Sidcup Film Unit, 62 Hatherley Road, Sidcup, Kent.

Photograph by courtesy of The Staveley Iron & Chemical Co. Ltd., Staveley, Chesterfield.

THIS TOWEL NEVER GETS WET

NEW STEAM-HEATED HAND & FACE DRYER

Outstanding Advantages : High speed drying for hands and face ● Steam heated means instant heat ● Deals with 8 to 10 persons per minute ● Slashes towel costs ● Prevents spread of infection ● Easy to install ● Robustly constructed for long trouble-free service

Air Towel
HAND & FACE DRYER
A
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PRODUCT

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A compact two man unit for corner mounting is available for the smaller factory where space is limited.

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- Twelve months guarantee

For further information write for publication P.H. 4283

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for furthering the comfort and well-being of female workers

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FOUR VITAL DAYS of skilled lecturing, discussion and examination of every aspect of salesmanship. Our unique 4 day course embodies modern sales techniques, market research, sales promotion and sales records and statistics, with the emphasis on *practical* training—every man attending is asked to bring his sales kit with him so that tuition can be based on his own products. Future ".

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Gre-Sol sterilises as well as cleans, but costs no more than ordinary cleansers. Obtainable from your usual supplier; for further information write to—

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PROTECTIVE GLOVES

Give the maximum protection against abrasion, oils, chemicals, acids, etc.

These Gloves have a substantial interlock fabric lining on to which a super tough coating of abrasive resisting P.V.C. bonds, which will not crack, peel or break away under normal conditions of wear. They are moulded to fit the hand comfortably and can be supplied in rough or smooth finishes.

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Management Diary for August

COLLEGE OF PRODUCTION TECHNOLOGY
(Great Chart, nr. Ashford, Kent)
Residential Courses
18-22 Five-day course in human relations.
25-Sept. 5 Two-week course in materials handling.

SUNDRIDGE PARK (Bromley, Kent)
31-Sept. 5 One-week residential course in works management.

Training Miss Smith

TO help office managers with training programmes for secretarial staff, Educational Productions Ltd., East Ardsley, Wakefield, Yorks., have produced a new filmstrip dealing with secretarial duties. The strip of 37 frames, which costs 16s. 6d., has been made in collaboration with the Imperial Typewriter Company for the London County Council and is the eighth in a series on commercial subjects designed for secondary, technical, grammar and commercial schools, and for internal company training.

Supplied complete with commentary, the filmstrip is in two sections, covering basic office duties and the more advanced secretarial responsibilities. Most valuable, the strip emphasises how much more important and wider in scope these responsibilities are than the duties of a shorthand typist.

Approach to People

WORKS relations for technical managers was the subject of a successful series of seminars run by the Industrial Welfare Society last spring. Now the society announces that these are to be followed by two more series planned for the coming autumn and next spring.

They will be designed to provide technical executives and line managers with a systematic approach to the human problems they are likely to meet in their work. Each series will consist of four 3-day seminars, linked by directed reading and tutorial guidance. There will also be guidance on the analysis and handling of problems, as well as on the practical skills of communication, committee work and interviewing, and some new techniques from American business schools and technological universities will be applied.

Series II (autumn, 1958) will run as follows: Oct. 8-10, Nov. 12-14, Dec. 10-12 and Jan. 7-9.

Series III (spring, 1959): Jan. 21-23, Feb. 18-20, March 18-20, Apr. 22-24.

Inclusive fee for each series, to be held at Robert Hyde House, 48 Bryanston Square, London, W.1, is 60 guineas (members) and 65 guineas (non-members). Inquiries to Mr. Charles Grundy, IWS staff tutor.

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TRAINING OFFICER, ASSISTANT, man or woman required. The department is responsible for all initiation courses, for practical training for learners, for apprentices and clerical staff course. A candidate holding a Social Science qualification would be preferred. Superannuation Scheme. Applications, giving full details of qualifications and experience, should be addressed to: The Secretary, Boxfoldia Ltd., Bournbrook, Birmingham 29.

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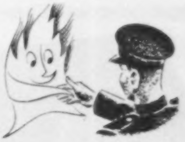
Your steady watchman can be FIRE'S BEST FRIEND



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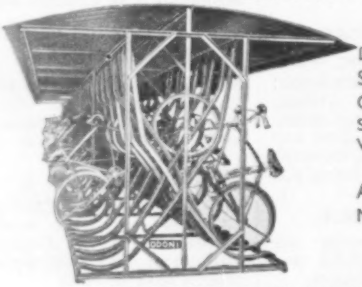

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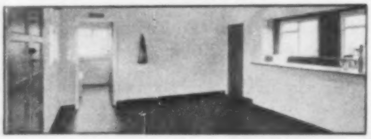

for a Peel Pavilion is the permanent answer to all your accommodation problems — Sports and social—providing ample changing facilities for both home and visiting teams, and a pleasant, well-lit hall for entertainment. (If required, special thermal linings can be supplied to give extra warmth).

Solidly built from NEW timber, PEEL Pavilions are available in standard designs, or can be built to suit individual requirements. Our design team is at your service.

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The South Eastern Electricity Board is one of a large number of industrial undertakings who specify 'Jeltek' Donkey Jackets. Our new Brochure and Price List, besides illustrating the full range of 'Jeltek' Donkey Jackets, Duffle Coats and P.V.C. Waterproofs, gives details of the 'Jeltek' Photostatic Branding Process used by Seeboard. Send for a copy TO-DAY!

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Using this latest Truvox Industrial Floor Scrubber not only gets the floor really clean **all over** in less than half the time but without any effort too! — doesn't need two hands to control it — it's just like taking a stroll in the park and just as pleasant. But that's what you expect from a TRUVOX machine — it's designed to do a job and do it — it does!
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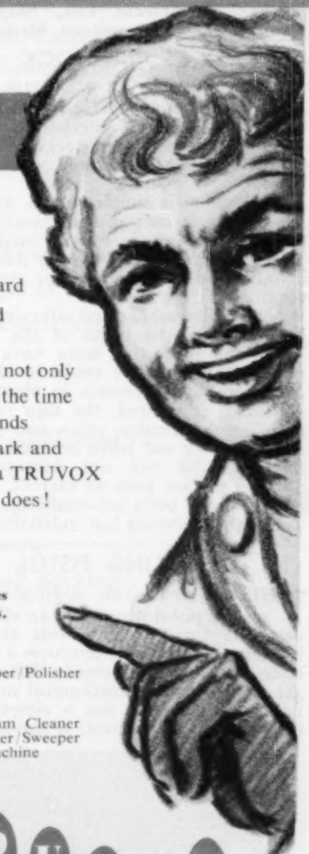

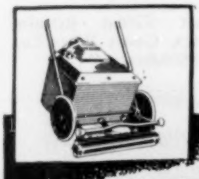

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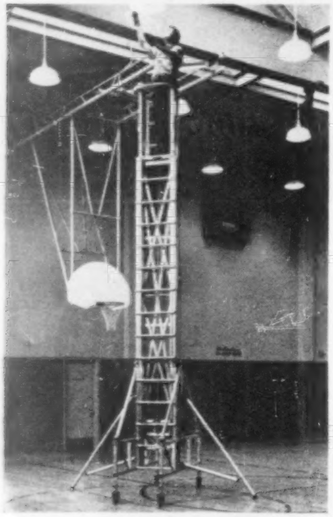
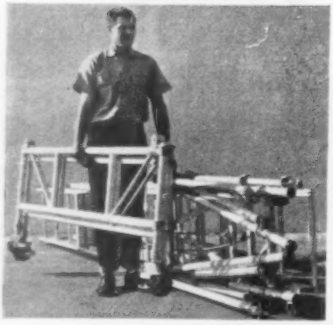
Firms with new products for better, safer working in industry are asked to send details to the Editor

Efficiency Aids

TELESCOPED COMFORT

THE need for a really inexpensive working platform which can be folded and wheeled through 30-in. wide doorways, for use in day-to-day maintenance of factories, offices, schools, etc., or carried from place to place, is met by the *TALLescope*.





Constructed of aluminium, it is lightweight, but robust. It has three main components which are quickly assembled into a telescopic tower, an operation which can be completed in 1½ minutes as the parts are simply snapped together by means of the automatic locking hooks which are a feature of "Zip-up" Staging.

It is equipped with large rubber castors which can be locked by a simple lever action to prevent rolling or swivelling. It can thus be very easily rolled from job to job. For passing through doorways, the telescopic tower section retracts and folds to lie horizontally.

A feature of particular interest is that the *TALLescope* will stand level on stairs and slopes, each leg being independently adjustable in length. The legs will also span fixed seats and other obstacles—an important advantage for use in classrooms, churches, theatres, cinemas, and concert halls.

The platform is provided with a guard rail which completely surrounds the user so that he is free to use both hands on his work. Immediate adjustment of height is provided without the use of electrical or hydraulic power.

There are three models: for working heights up to 21 ft., weight 177 lb.; for working heights up to 26 ft., weight 197 lb.; for working heights up to 31 ft., weight 217 lb.

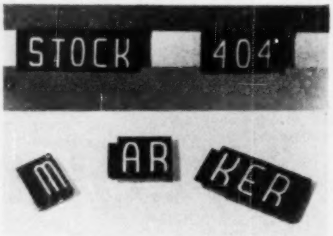
Access Equipment Ltd., Maylands Avenue, Hemel Hempstead, Herts.

STICKS TO STOCK

KNOWN as *GripsOn,* a new self-adhesive stockmarking system has been introduced. It consists of black oblong moulded interlocking units (¾ in. high), heat-embossed with white letters and numerals.

The system is simple to use, and by adding unit to unit any combination of letters and numbers can be made up. The units grip tightly to any dust-free surface. No nails, screws, or glue are required.

A special double-sided adhesive tape is applied to the backs of the units. When the protective tapes have been removed, the sign is ready for fixing. Although it will remain in place permanently, if desired, the sign can be removed as occasion arises and placed elsewhere. It will leave no trace, after removal, and will not damage any finished surface such as varnish, paint, etc. *GripsOn* units are washable, hard-wearing and should last indefinitely.



GripsOn can be used in a variety of ways in offices, factories, storerooms and shops. It can be affixed to steel or wooden storage racks and bins, cupboards, filing cabinets, bookcases, etc.

GripsOn is available in sets of 270 units, including space pieces, plus 36 front and 36 end pieces and a 10-ft. coil of special double-sided adhesive tape. Sets consist of letters or numbers (not both). Each set costs £3 3s. Spare characters and additional lengths of tape are available.

Adapta-Charts Ltd., 129 Hammersmith Road, London, W.14.

LIGHT THAT WON'T FAIL

THESE new self-contained EXIT signs incorporate high capacity, nickel alkaline batteries which are claimed to be far superior to the more

DESCALING PISTOL

THIS compressed-air multi-point descaling pistol distributes an effective descaling force over a wide area of irregular contour and produces a clean, scale-free surface normally difficult to get at by the usual mechanical or wire-brush methods. It has a simple and compact trigger control, is economical in air consumption and its low background noise makes it suitable for work in resonating sites. It is flexible in application and the tool kit supplied with the pistol allows a wide range of special and conventional work to be attacked.

Siemens-Schuckert (Great Britain) Ltd., Faraday Works, Great West End Road, Brentford, Middlesex.

'Towel Trouble' is no trouble with a *Rolomatic* towel cabinet

Increasingly high standards of hygiene and cleanliness, though admirable, create new problems for those responsible for supplying such amenities to their employees in toilets, rest rooms and washrooms. With a ROLOMATIC Roll Towel Cabinet, you can ensure a separate portion of clean, soft towel for each user. Each cabinet contains a 45 yard roll which we supply, repair, replace and launder every week in a regular collection and delivery service.

The attractive streamlined cabinet looks immaculate. A gentle pull releases a fresh length of white towel, while the used portion is automatically rolled up into a separate compartment.

- ***Immaculate cabinet installed and maintained FREE.***
- ***Trouble-free service—at fixed low price.***
- ***Hygiene and satisfaction for all users.***
- ***End of towel listing, checking and packing trouble.***

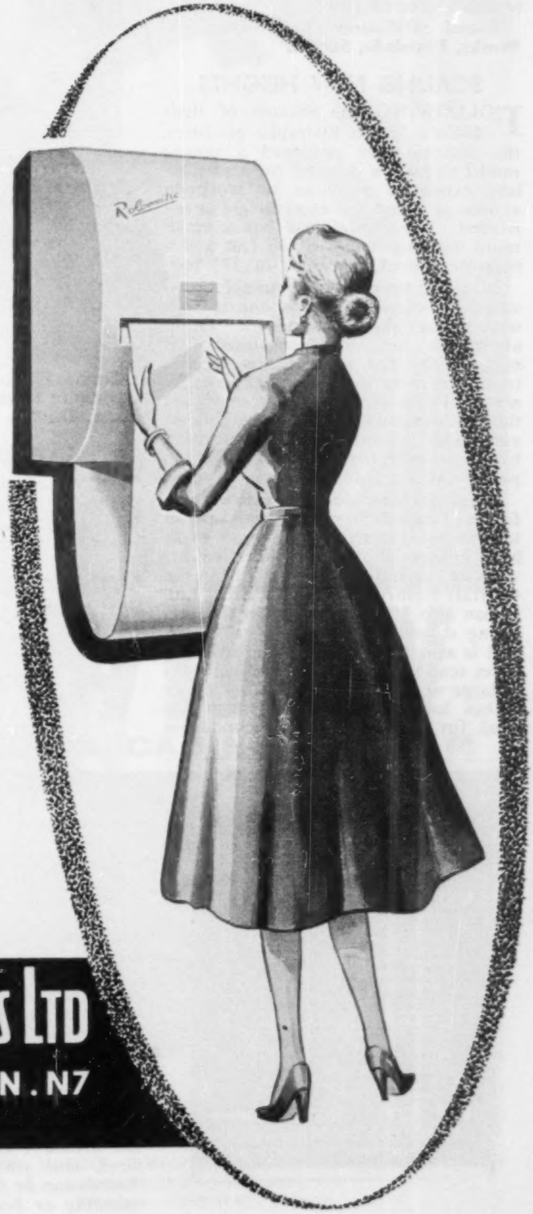
Write or telephone for our representative to call.

LRS

LINEN REPLACEMENT SERVICES LTD

79 . QUEENSLAND ROAD . LONDON . N7

TEL: NOR. 5378/9



conventional lead acid or dry cells. An automatic charging unit operating from the normal mains supply is also included to ensure that the batteries remain fully charged. Normally the sign is lit by mains lamps but, in the event of mains failure, the equipment automatically goes over to secondary lamps powered from the batteries. When the mains supply comes on again, the sign again automatically goes over to this source of power.

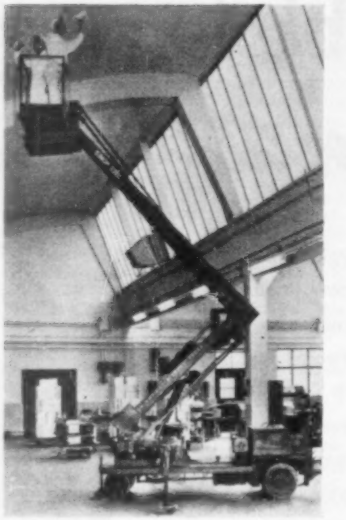
Sound Diffusion Ltd., Duracraft Works, Portslade, Sussex.

SCALING NEW HEIGHTS

FOLLOWING the success of their 40-foot Simon hydraulic platform, the makers have produced a similar model to meet a demand for a smaller, less expensive machine to work in situations where the extra height is not needed. The *Model P.30* has a maximum working height of 30 feet and a maximum working radius of 17½ feet.

It can be mounted on a suitable long-wheelbase chassis of three tons or over, with power take-off connection. Other alternative mountings suggested and supplied by the makers are—electric truck complete with additional electric motor, hydraulic pump for operating the platform and fitted with stabilisers; and trailer mounting with all necessary hydraulic gear for operating from the power take-off of the towing tractor.

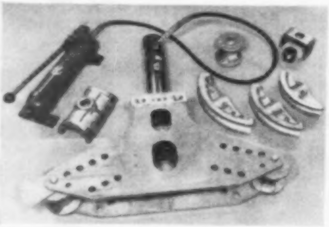
Industrial uses for the platform so far have included inspection and maintenance of factory ceilings and overhead fittings—the picture shows ceiling washing operations at the Moreton (Wirral) factory of Cadbury Bros. Ltd. It has also been employed in the servicing of outside lighting installations, and is said to be a great improvement upon scaffolding, ladders and catwalks in large welding operations. It certainly makes for speedy access, lessens the need for cramped working conditions and seems to offer a higher degree of working safety.



Simon Engineering (Midlands) Ltd., Hydraulic Machinery Division, Queen's Cross, Dudley.

SIMPLIFIES BENDING

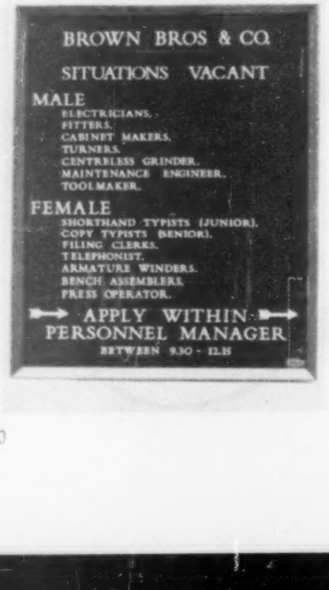
THIS new pipe bender, with lightweight aluminium frame and shoes, is a development of the 2-in. bender introduced by the makers two years ago. It has the same features, until now only available to light industry, and can produce quick bends of up to 90 deg. in one setting. It can be operated by one man and in any direction—resting on the bench, the floor or overhead. It is fitted with the Optik angle gauge which indicates the degree of bend at any time of the operation. It is sold with complete set of bending shoes for bending 1¼ in., 1½ in., 2 in., 2½ in. and 3 in. pipe in record time.



E. P. Barrus Ltd., 12-16 Brunel Road, Acton, London, W.3.

DESIGNED TO ATTRACT

This interchangeable notice board, made by Hill Bros. (Service) Ltd., Beaconsfield Road, Acton Green, London, W.4, is designed for notices, progress charts, menus, staff vacancies, forthcoming events, etc. It is made with solid natural oak frames to any size or style. It is fitted with felt-covered slotted backboard to hold the moulded flanged plastic characters in perfect alignment and to allow for speedy interchange of characters. Letters are available in one- or half-inch sizes, and various colours. The boards can be fitted with easels for standing or brackets for hanging.



BROWN BROS & CO.

SITUATIONS VACANT

MALE
ELECTRICIANS.
FITTERS.
CABINET MAKERS.
TURNERS.
CENTRELESS GRINDER.
MAINTENANCE ENGINEER.
TOOLMAKER.

FEMALE
SHORTHAND TYPISTS (JUNIOR).
COPY TYPISTS (SENIOR).
FILING CLERKS.
TELEPHONIST.
ARMATURE WINDERS.
BENCH ASSEMBLERS.
PRESS OPERATOR.

APPLY WITHIN
PERSONNEL MANAGER
BETWEEN 9.30 - 12.15

VERSATILE SPRAY

THIS *Champion* super electric spray gun is made in Switzerland. It weighs only 3 lb. and works through an oscillating electro magnet and has, therefore, no rotating parts; circuit safety in operation is thus guaranteed.

An easily accessible regulating screw controls the density and area of the spray jet and, because of the design of the suction tubes, the gun can be used with equal effectiveness in any position from vertical to horizontal. The mechanism is contained in a light metal housing to which the handle, made from insulating material and incorporating a safety switch is attached.

The gun sprays with equal ease the following substances: nitro lacquers, synthetic resins, adhesives, oil paints, water paints, enamels, primers, disinfecting liquids, building and impregnation chemicals, fire-resistant agents, oils and liquid greases, polishes and varnishes.

S.E.C.A. Ltd., Industrial Equipment Supplies, 225 Westminster Bridge Road, London, S.E.1.

Office Aids

UP-TO-DATE ACCOUNTING

AN electric model of the *Ruf-Intromat* book-keeping typewriter has just been introduced in this country. Its introduction means that firms and organisations of all sizes can

Only one way to complete washroom hygiene

One towel—one user. That's complete washroom hygiene. Is it economically possible? Yes—with the Onliwon paper towel cabinet system.

Your staff will like these super strong, super absorbent paper towels. You'll like the freedom from pilfering, freedom from laundry bills, freedom from infection worries that follow their installation.

You'll soon find that Onliwon cabinets don't cost—they *pay*. They are made of steel, have no moving parts to go wrong, they're finished in green or white, and hold 150 towels under lock and key. We'll gladly send you literature and samples.

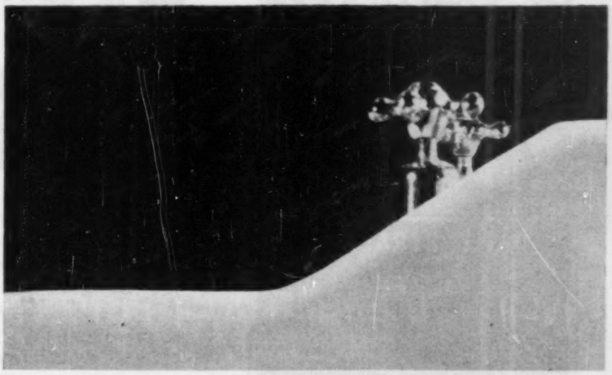
ONLIWON

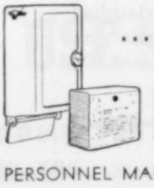
PAPER TOWEL CABINET SYSTEM

Among the larger users of the

ONLIWON System are :—

Negretti and Zambra Ltd • Union Castle Mail Steamship Co • C. T. Harris (Calne) Ltd • Quaker Oats Ltd • J. Lyons & Co. Ltd • Shell Refining Co. Ltd • Pullman Cars Co. Ltd • The Steel Company of Wales and many others.



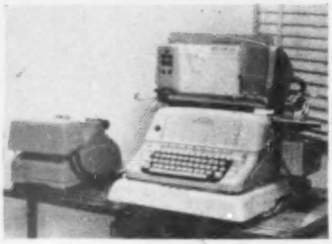


. . . and for the toilet

ONLIWON toilet paper

Pure tissue of high quality at low cost. Each packet holds approximately 760 sheets 5″ x 5¾″. Steel cabinet with lock and key, as for towels.

THE BRITISH PATENT PERFORATED PAPER COMPANY LIMITED
HACKNEY WICK, LONDON, E.9
Telephone: AMHerst 4777 (5 lines)



modernise their accounting systems at minimum cost.

The *Intromat* is used for ledger posting. It enables entries to be made on three or more documents in one operation. It consists of a front-feed typewriter and the *Intromat* attachment which provides a feed for two independent forms or sets of forms. This attachment is a magazine with two compartments. Forms, once inserted into the magazines, are sprocket-fed into position.

The entries would be made, for example, on a journal sheet, ledger card and statement. Copies are obtained by using textile ribbon strips (with which forms are automatically interleaved) instead of carbon paper. Apart from the fact that making simultaneous entries saves time, inaccuracy is minimised since all entries must correspond. In addition to ledger-posting, the machine can also be used for payroll, and stock and stores records.

It is obvious that the forms must be in perfect alignment. In previous models, alignment of forms was controlled by levers, operated by hand. In this new electric *Intromat*, the insertion of forms, to the correct line, is completely controlled by the machine. The operator merely drops a form into a compartment of the magazine — the machine does the rest.

This permits greater flexibility in controlling forms from either or both channels in any combination. A deeper form can now be used—42 lines in depth compared with 24 previously. Forms of varying widths and depths can be used in either channel. A variable line stop means that any form can be set to stop at any line, automatically.

A novel innovation is also provided which enables the figures entered on forms to be totalled. This is done by means of the Addiutant, a detachable solenoid link between the typewriter and an adding-listing machine. When the typewriter's carriage is in a predetermined position, its numerical keys, through the Addiutant, operate the keys of the adding machine. (The adding machine used is an Odhner 12-key electric model.)

Similarly, when the *Intromat* attachment is removed, the typewriter is available for normal use for correspondence, etc.

Price, with Addiutant and adding machine, is a little under £600. It varies according to the length of the carriage, which can be either 14 in. or 18 in.

. . . and one for the Record

Keeping office records is made simpler, quicker and safer by another Ruf product, the Model 50 posting board. This board enables entries to be made on three or more documents simultaneously. Apart from saving time, this eliminates copying errors. When used as a sales ledger system, the customer's ledger, statement and day book are posted at one writing. This enables statements to be ready at any time. Other applications include purchase ledger, P.A.Y.E., stock and cash book records, costing and hire-purchase.

GRAB all the skilled men you need by using the

Classified Columns of the

DAILY HERALD

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Over 3,000,000 workers, included in the DAILY HERALD's total readership of 5,744,000, with a tremendous variety of skills and experience read the DAILY HERALD every day! That's why you can "grab" the skilled workers you want so much more easily with a classified advertisement in the HERALD. A HERALD classified is so **cheap** and **quick,** too! For immediate insertion ring TEMple Bar 1200 (ext. 452/8) or Manchester Central 3232 (ext. 75).

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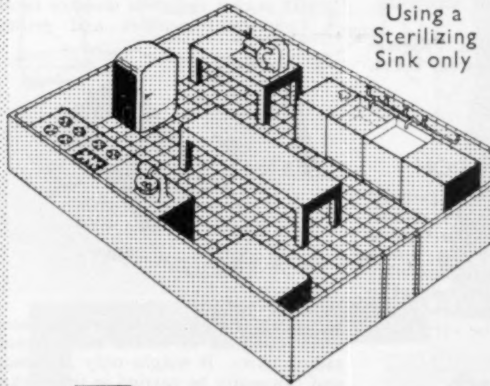
Food Hygiene Insurance Policy

Do you provide comprehensive cover
— or do you
rely on a single line of defence ?

SINGLE COVER POLICY

Using a Sterilizing Sink only

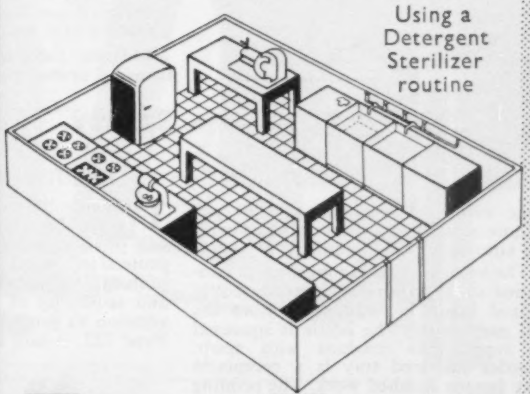


☐ STERILIZED AREA

▨ INFECTED AREA

COMPREHENSIVE POLICY

Using a Detergent Sterilizer routine



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TAKE OUT A COMPREHENSIVE HYGIENE COVER TODAY!

Invest in all-round sterilization

USE STERGENE & DOMESTOS or HYTOX

DOMESTOS LIMITED, COLLEGE WORKS, ALBION ROW, NEWCASTLE UPON TYNE, 6.

A great advantage of this posting board is that the stationery used need not be specially punched.

The board has a modern, streamlined appearance. The bottom form (which in a sales ledger system would be the day-book sheet) is held in position by a locking bar. This is released by depressing a catch at the bottom of the bar. The holding device for the remaining forms is lifted up or down by turning a black knob at the side of the board.

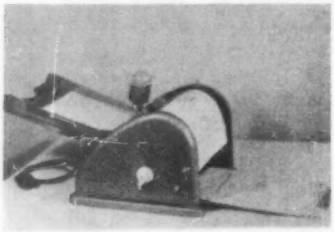
Boards are available in a range of standard sizes from 8 in. to 19 in. wide. A non-slip base protects the desk.

Price varies according to the application, from about £10.

Ruf Organisation Ltd., Central Buildings, Horley, Surrey.

SEVEN-COLOUR COPIER

THIS new electric spirit duplicator (the Renafix) will copy any matter which can be drawn, written or typed. It will also copy in up to seven colours at once and will give up to 200 copies from one master on any weight of paper from airmail to stock card. It will produce copies at the rate of 100 per minute and the machine is fitted with an automatic copy counter.



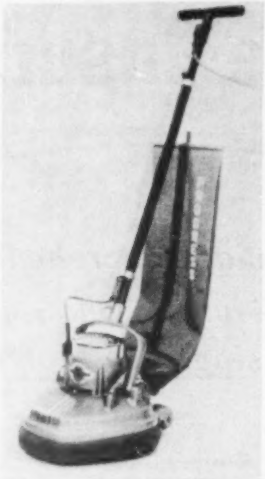
The spirit used in the machine is contained in a transparent plastics bottle affixed in an inverted position to the felt pad holder. The bottle is squeezed to supply the machine with spirit. Besides the feed tray is a receptacle tray for the finished work. The printing surface of the machine is 8½ in. by 13 in.

E. G. Solomon, 44 Worship Street, London, E.C.2.

Cleaning

SWEEPS AS IT SCRUBS

OUTSTANDING feature of the Progress 300 is its powerful suction, say the makers, who add that it is the only floor maintenance machine which will pick up cigarette ends and other solid waste materials from a floor. The suction unit is placed immediately in front of the brushes so that the machine operates on a surface free from dirt and dust. Because of its size and narrow width, the 300 can reach into narrow openings and under furniture and fittings. Built-in wheels make it extremely manœuvrable, while 50 ft. of heavy-duty cable is included, which means that the operator can cross the widest room without changing power points. Fitted with two 6½-in. and one 5-in. diameter brushes, it can be used for scrubbing, polishing and buffing.



Progress Sales and Service, Progress House, Cursitor Street, London, E.C.4.

Safety

SENSITIVE PROTECTION

THIS new lightweight P.V.C. gauntlet glove (over-all length 14 inches) will provide, say the makers, a type of protection much needed in many branches of industry where flexibility and sensitivity of touch are needed in addition to protection. The new glove, Type 727, is said also to be very hard-wearing and will not absorb dirt and oil so easily as those made from traditional materials. They are flameproof but, in view of their lightweight construction, the makers stress that they should not be used for handling chemicals.

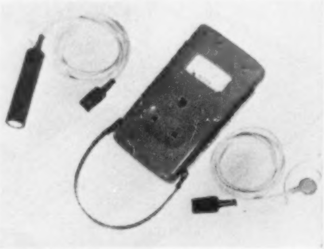
Also by the same firm is a new range of loop-pile fabric gloves with certain heat- and flame-resistant qualities. They have been fully tested in actual practice by millions of workers in the U.S.A. and are now available over here. The firm claims that they give up to 400 per cent more wear than other gloves and that they have very high resistance indeed to sharp edges and rough surfaces. They are made from close loop pile fabric, the cells of which trap air to insulate the gloves against heat and cold. They are easily washed and can be sterilised.

Descriptive leaflet and price list for these gloves is available from the address below or from the firm's head office in Impervia House, George Street, Hyde, Cheshire.

James North & Sons, Ltd., Kirkman House, 54a Tottenham Court Road, London, W.1.

SAFETY IN YOUR POCKET

THIS pocket radiation monitor incorporates transistors and printed wiring. It is a strong, watertight instrument designed to locate and measure radioactivity. It weighs only 21 ounces and can easily be carried in the pocket.



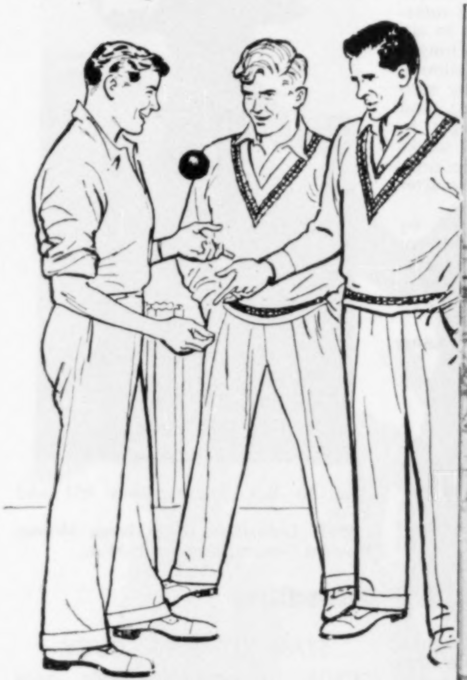
There are two measuring ranges: for high and low sensitivity. An easily read meter indicates the radiation intensity and a small earphone can be connected for the audible detection of very low intensities. The power supply is a 3 v. flashlight battery or two miniature 1.5 v. cells, but the all-transistor circuit has a low drain, thus ensuring long battery life.

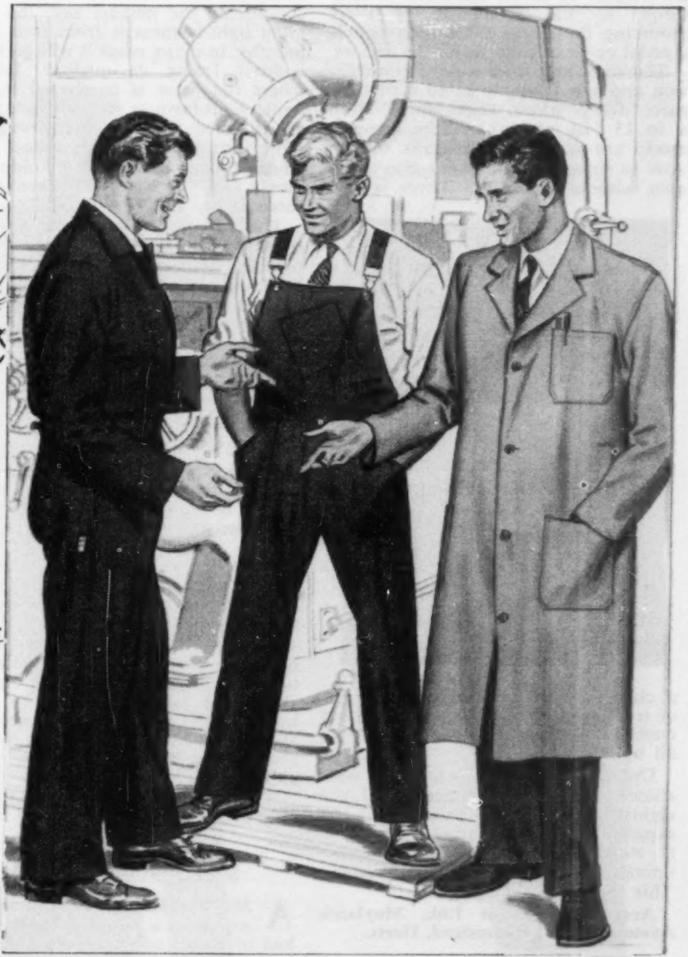
Philips Electrical Ltd., Century House, Shaftesbury Avenue, London, W.C.2.

MOVES BUT WON'T SLIP

EXCEPTIONAL mobility through narrow gangways and perfect safety for the users are two of the points claimed for these new *Mountie* steps. Other points are finger-touch manœuvr-

Playwear ❉ WORK WEAR





*** WHITE OVERALLS**

White long coats
(for men or women)

are now readily available

Sketchley

OVERALL SERVICE

FIRM'S BADGE SERVICE NOW AVAILABLE
Please write for full details

For most jobs in the works and factory, Sketchley can supply *free of charge and on loan,* coloured overalls (Men's and Women's) in a wide range of pleasing styles. Each wearer is individually measured and Sketchley deliver clean garments weekly; repairs are done when necessary (including button replacements) and the garments are replaced when worn out.

SKETCHLEY LIMITED, FOX GROVE, OLD BASFORD, NOTTINGHAM. Tel. No.: NOTTINGHAM 75161

ability and the security imparted by rubber feet which anchor to the ground. On models up to six steps this is done simply by the weight of the users mounting the steps. On larger models a pedal automatically raises the castors.

The steps are of all-welded construction and are available in 40 models to meet every access requirement from 6 to 15 feet. All except the one-step model are made with handrails, though one- to six-step versions are also available without handrails. There is also a choice of step width and the type of tread, while the silver spray finishes enable the steps to be seen clearly in all unlit areas.

Optional features include a wide choice of shelf attachments and the eight- to twelve-step models can be supplied with an elevating shelf which is raised or lowered by a winch operated from the top of the steps. This shelf will lift 200 lb.

Access Equipment Ltd., Maylands Avenue, Hemel Hempstead, Herts.

GLOWING MESSAGE

OVER the past six or seven years *Day-Glo* fluorescent colours, manufactured by Dane & Co. Ltd., under licence from Switzer Bros. Inc. of America, have had a great impact upon the public through advertising posters, shop window showcards, displays, price tickets and similar media. *Day-Glo* is activated by the invisible ultra-violet rays of daylight and the colour glows with a luminous intensity which makes it visible at a distance up to four times that of ordinary colours.

The latest development (one which caused a lot of interest amongst delegates to the recent RoSPA Industrial Safety Conference) is the new *Day-Glo* paint which dries with a semi-gloss and is suitable for application to metal, wood, etc. Dirt retention is considerably reduced and the useful life of the paint is extended because it is easy to wash down. Under normal weather conditions, the makers say, the *minimum* light-fastness is from four to six months; in many cases it will go longer without losing its quality. Indoors, where the paint is unaffected by sunlight, light-fastness is indefinite: and an instance was recently brought to light of an indoor sign at a steel works which, though painted in the older non-glossy *Day-Glo*, was still effective after three years.

The new paint is easy to apply by brushing, and is eminently suitable for machine guards, danger points, speed-limit signs, fire and first-aid equipment, in addition to general safety propaganda.

Dane & Co. Ltd., Sugar House Lane, Stratford, London, E.15.

NON-SLIP SHINE

A NEW slip-free floor finish, produced after a long period of investigation and research, is claimed by the makers to combine safety with " the elegance and warmth of a polished floor ". *Shur-Tred* can be used for all kinds of floors. Applied in the same way as any other self-polishing liquid, it dries to a hard surface shine that will stand up to heavy traffic.

Its secret is said to lie in minute, invisible particles of silica which react to the pressure of the foot, changing shape and rubbing together to give a high friction surface and a sure grip. When the foot is lifted the particles return to normal and the floor remains shiny.

S. C. Johnson & Son Ltd., West Drayton, Middlesex.

STEEL GUARDS SOLES

A SEVENTEEN-STONE man leaping from a 5-ft. high wall on to a bed of nails and sharpened angle-irons is one startling test carried out by BTR Industries Ltd. to demonstrate the toughness of their new *Armasol* rubber industrial safety footwear. Even with the cleats of the boot removed, they say, the test showed that sharp objects could not penetrate the protective spring-steel plate.

This tempered-steel plate, chief feature of the footwear, is anchored firmly between the inner and outer sole of the boot by a special bonding process. It is claimed to be immensely tough yet flexible; together with a steel toe-cap, it provides a high degree of protection for what official accident figures show to be the two most vulnerable and accident-prone parts of the feet.

Armasol footwear is said to be as flexible as normal rubber protective footwear. It is made in both knee- and ankle-length styles, both of which conform to B.S. Specifications 953 and 1934.

BTR Industries Ltd., Herga House, Vincent Square, London, S.W.1.

Handling

STAIR-CLIMBING TRUCK

THIS lightweight, versatile hand truck, the *Stepmaster*, has been dubbed " the truck that climbs stairs ". The makers intend it as a boon to all who have to manhandle heavy, bulky articles in premises where there are no lifts. It cannot, they claim, damage step mouldings or other stair coverings, so it should prove useful in department stores. Even in factories, however, there are often a few steps to negotiate when goods are being moved about the workshop—just the sort of conditions the *Stepmaster* aims to take in its stride. It is extremely light, made in specially

Wherever☆ people collect - you collect automatically!

☆ Just the job for Factories
☆ Just the ticket for Railway Stations
☆ On the ball for Sports Stadiums
☆ Real Cool for Dance Halls
☆ Star attraction in Cinemas

DRINK
Coca-Cola

NOW! REFRESHING Coca-Cola
TRADE MARK REG.

In wonderful new fully automatic Chadburn Pre-mix Cup Vendor

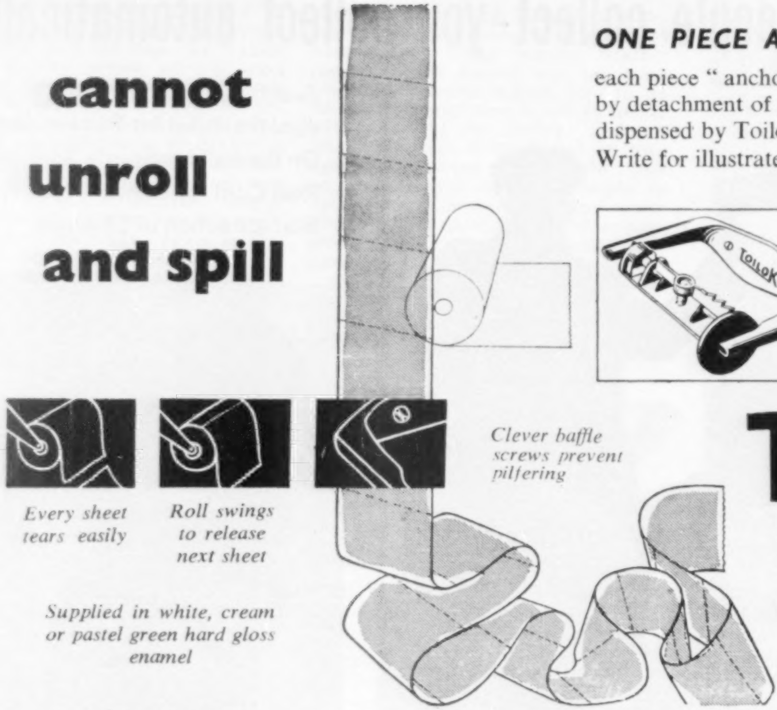
IDEAL FOR ALL LOCATIONS Available on Rental or Full Service

FOR FULL DETAILS WRITE FOR ILLUSTRATED LEAFLET OR PHONE TO:—THE COCA-COLA EXPORT CORPORATION · 23 PRINCES GATE · LONDON, SW7

cannot

unroll

and spill



Every sheet tears easily

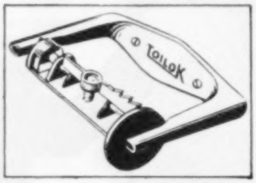
Roll swings to release next sheet

Clever baffle screws prevent pilfering

Supplied in white, cream or pastel green hard gloss enamel

ONE PIECE AT A TIME . . .

each piece " anchored " until released by detachment of preceding sheet, when dispensed by Toilok. See what it saves! Write for illustrated folder and full details.



We are exhibiting at the building centre, Store St., Tottenham Court Road, W.C.1.

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RECD TRADE MARK

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TOILET ROLL HOLDER

R. SCULTHORP & Co. Ltd
(Dept. T5) Blackfriars House
New Bridge Street, London, E.C.4
Tel.: FLEet Street 5754 (5 lines)

INDUSTRIAL CLEANLINESS

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Printed for the Proprietors, Shaw Publishing Co. Ltd., *registered office: 180 Fleet Street, London, E.C.4, England* (*Waterloo 3388*) by Samuel Temple & Co. Ltd., Vencourt Place, King Street, London, W.6.
Advertisement, editorial and sales offices: Mercury House, 109-119 Waterloo Road, London, S.E.1 (Waterloo 3388).